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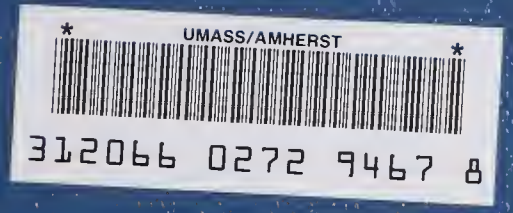

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Michael S. Dukakis, Governor | Amy S. Anthony, Secretary | Michael W. Tierney, Assistant Secretary, Municipal Division

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EDSA Assists Business Start-Ups in Massachusetts

The Economic Development Set-Aside (EDSA) Program provides financing to support economic development projects in distressed areas of the state. The result to the Commonwealth is the benefit of a growing economy and newly created jobs which would not have been possible without this public investment.

One of the primary uses of EDSA is to supply financial assistance to new businesses which are starting up, and which are perceived as too risky by private lenders.

Very often there is a clear ''capital gap'' for start-up businesses. Unlike established firms, start-ups have no track record for private lenders to consider when evaluating the probability of loan repayment. Their success depends on the market for their products and the quality of management, both of which are often untested. Given the high risks involved with these new businesses, most commercial banks will not consider financing requests from start-ups.

A recent EDSA award to Production Tool and Grinding Company in the Town of Orange illustrates the program's strong commitment to supporting new entrepreneurial businesses in Massachusetts.

Production Tool and Grinding (PTG) represents a unique type of start-up. Half of its founders were dislocated workers from the cutting tool industry, demonstrating EDSA's commitment to supporting Massachusetts' mature industries and the entrepreneurial efforts of dislocated workers.

Production Tool and Grinding was founded when the Davidson and Miller families of Athol, Massachusetts, purchased the assets of Production Associates of Nashua, New Hampshire. Jack and Joan Davidson had lost their jobs when Litton Industries closed its Union-Butterfield plant in Athol in 1983, following a long and bitter labor dispute. Jack Davidson had served as president of the union which represented hourly employees at the plant. He had 24 years' experience in high-precision grinding at Union-Butterfield. Joan Davidson had 18 years' experience in financial management as office coordinator for the union and other organizations in Athol. Mike Miller had 25 years' experience in cutting tool manufacturing and sales. He left Union-Butterfield for the potential opportunities at the start-up company. The fourth principal, Diane Miller, works in the Athol School Department.

Jack Davidson, PTG Vice President, inspects new equipment purchased with EDSA funding.

After Union-Butterfield closed, the four decided to buy a business which could utilize their skills in production, sales, and financial management. They looked extensively in the Athol area and along the Northern Tier of Massachusetts, but were unable to find a firm or facility with which to begin a business.

In March of 1986, the Davidsons and the Millers purchased the grinding-related business assets of Production Associates in Nashua, the closest facility they could find which suited their needs. The two families contributed a total of $52,500 in equity for the venture. The original owners of Production Associates financed the existing equipment, but Production Tool needed additional equipment for its operations.

Obtaining private financing for this new equipment was not easy. The principals had to provide additional equity. According to Jack Davidson, ''It was very difficult to get a line of credit or any financing for the equipment. The banks we approached were very nice and cordial and business-like, but when it came to the nitty gritty, they claimed that we just didn't have enough history.'' Finally, the bank which originally served Production Associates approved a limited line of credit.

In its first year of operations, Production Tool began establishing a solid customer base for its product, which is the resharpening of industrial cutting tools such as end mills, milling cutters, counterbores, and reamers. The tools are delivered by PTG customers either to be restored to their original specs or to be modified to meet new require-

continued on page 3

From The Desk of Amy Anthony

On the occasion of Governor Dukakis's State of the State address, I was pleased to present special recognition awards, on behalf of the Governor, to fifteen groups of citizens who have demonstrated extraordinary examples of teamwork in their efforts to bring opportunity to men, women, and children throughout the state.

Those receiving EOCD recognition awards have worked together in their communities, using EOCD resources and support, to assist local citizens. These individuals are members of exemplary local partnerships—partnerships which have resulted in housing, jobs, and community development activity throughout the Commonwealth. They are proof that by combining the talents and resources of dedicated groups and individuals, we can realize our shared goal of opportunity for all.

The EOCD "Teamwork" Award Winners were the following:

Local Housing Partnerships
- Amherst Housing Partnership
- Barnstable Housing Partnership
- Somerville Housing Partnership

Successful Community Development Partnerships
- Palmer Economic Development Partnership
- Franklin County Regional Partner ship
- The City of Lawrence: Gateway Cities program
- The City of Peabody: Community Development projects

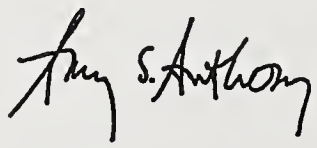
Community Partnerships
- Community Resources Against Community Killers (CRACK), an anti-drug program in Springfield
- Self-Help, Brockton/Trojan Oil Company: Fuel Assistance program
- The Miller's River Self-Help Network
- The Franklin County Housing Services program

Publicly-Supported Affordable Housing Development
- The Jamaica Plain High School/ SHARP project
- Walpole Housing Authority's Family Housing Development
- Plymouth's efforts to provide housing and support services for the mentally ill
- Acton's new group home for the mentally ill

These recipients were honored at an EOCD reception attended by over 200 people and were special guests of Governor Dukakis for a viewing of the State of the State address at the State House.

Again, I want to congratulate those of you who have worked with us to create opportunity for our citizens. You are part of the reason that Massachusetts is known for its commitment to partnerships and teamwork. There are many more of you who deserve recognition for your partnership efforts. I look forward to continuing our work together, as we work to meet the challenge of providing opportunity for all.

Sincerely,



Amy S. Anthony

Staff Notes

New staff includes (from left): Luz Roman, Mary Miley, and Patricia Wulftange.

We would like to welcome three new staff members to EOCD's Municipal Division.

MARY MILEY joined EOCD in January as the Program Manager for Municipal Management Technical Assistance programs. Her major responsibility is the management of the Incentive Aid Program. For the past seven years, Mary was with the Department of Environmental Management and the Department of Environmental Quality Engineering, where she led the successful efforts to implement the bottle bill and also played an important role in the recycling and resource recovery programs. Mary is a former selectman in the Town of Lexington and also chaired the Middlesex County Advisory Board.

PATRICIA WULFTANGE has been hired as a Fiscal Monitor for the Massachusetts Small Cities Program. Patricia comes to us from the Massachusetts Department of Education, where she held the position of Grants Manager. Her responsibilities wil be to assist in the administration and monitoring of the MSCP General Fund grantees.

LUZ ROMAN is the new Secretary to the Gateway Cities Program. Luz was previously employed by the Boston School Committee, where she worked as Secretary for the field specialist staff of the City-Wide Parents Council. She was also employed as a Secretary to the Noodles Island Multi-Service Agency in East Boston, which deals with substance abuse rehabilitation. Luz is a graduate of Newbury Junior College.

DEBORAH LINDSAY has resigned from her Municipal Management Officer position with EOCD's Incentive Aid Program. Deborah has been hired by the Massachusetts Water Resources Authority, where she will be assigned to the Engineering Department, responsible for contract administration.

MARTHE PEDERSEN has resigned from EOCD after three years as a Program Monitor with the Massachusetts Small Cities Program to pursue a career as full-time mother. Marthe will be busy caring for her new infant and two-year-old toddler.

All our best to Deborah and Marthe.■

Start-Ups *(cont. from page 1)*
ments. Pre-tax profits in the first year of operations were $16,000 on sales of $163,000.

It soon became apparent, however, that the firm's future growth was constrained by the shortage of workers with precision machining skills in the Nashua, New Hampshire area. The principals decided to move the business back to the Athol-Orange area, where there is a large surplus labor force of dislocated workers with cutting tool production skills. The move would also end the three-hour daily commuting time for the five current employees who live in the Athol-Orange area.

The Davidsons and Millers began working with a consultant to develop their business plan. The project included acquiring land and constructing a 4,000 square foot building at Orange Industrial Airpark, purchasing and moving the equipment in New Hampshire, purchasing new equipment needed for future growth, and obtaining working capital for continuing operations.

Production Tool was able to assemble a financing package with public and private funds consisting of a $130,000 EDSA business loan, a Town of Orange Small Cities loan, a loan from the Economic Stabilization Trust of the Massachusetts Industrial Services Program (ISP), and financing from Shawmut Bank/Franklin County.

Regarding the importance of these public investments, Davidson said, ''If it wasn't for the ISP and the EDSA, Shawmut would not have made the commitment.''

The company moved to Orange in February and is ready to enter its next stage of growth, thus bringing back some of the high-wage jobs that were lost to the Athol-Orange area when Union-Butterfield shut down. Production Tool expects to create at least 34 new jobs over the next three years. It will attract those employees through an excellent package of wages, benefits and working conditions. Machinists currently average $10/hour at Production Tool. This is significantly higher than the wages now being earned by dislocated machine trades workers who have gone to work for other industries in the area.

''It is very difficult for normal working people to find their way through the process of starting a business,'' said Davidson. ''I don't think people understand that working people have skills, but our skills are going to make the business work. The public agencies in Massachusetts really helped us out. EOCD, the Massachusetts Industrial Services Program, the Massachusetts Executive Office of Labor, the Machine Trades Action Project, and the local community development departments helped make this company a reality.''■

THE MSCP ''Tastes'' Success in a Monson Mixed-Use Development

Representatives of the Massachusetts legislature and the Executive Office of Communities and Development (EOCD) joined local officials and residents of the Town of Monson at a ribbon cutting ceremony to celebrate a recently completed restaurant renovation/housing development project. As a result of strong local leadership, private investment, and the effective use of funds from EOCD's Massachusetts Small Cities Program (MSCP), a successful mixed-use renovation was completed at Kelley's Emporium Restaurant, owned by local entrepreneurs Barbara and Michael Kelley.

In addition to the expanded restaurant, the newly-renovated Kelley's Restaurant building contains eight new housing units on the second floor for low-income individuals and families. A $90,000 Small Cities grant, coupled with a commitment of rental subsidy certificates through EOCD's Core Focus Program, made the renovation of the downtown mixed-use development viable. EOCD Assistant Secretary Michael W. Tierney and Cliff Risack of the MSCP toured the Kelley building. Tierney told the enthusiastic grand opening crowd, ''The Small Cities Program provides critical resources to cities and towns—resources which allow communities to undertake housing and commercial rehabilitation programs that yield long-term benefits for local citizens.''

Left to right: Jim Grey (hidden), Pioneer Valley Planning Commission; Ed Kolikowski, Monson Savings Bank; Barbara Kelley. Foreground: Bernard Pellissier, Chairman, Board of Selectmen. In back: Scott Carigan, Contractor; Mike Tierney, EOCD; Steve Brewer, Senator Wetmore's office; Cliff Risack, EOCD.

The guests of Kelley's Emporium were treated to samplings of the new expanded menu, including fried mozzarella sticks in tomato sauce, veal parmesan, and home-made puddings. Raves were heard from the appreciative guests attending the restaurant opening.

The mixed-use renovation at Kelley's is an important component of Monson's overall development strategy. Through the local community development office, the town recently received an award of $644,272 for a Deferred Payment Loan (DPL) Program. This program provides residents up to $15,000 to correct code violations and deteriorated housing systems. Additional grants will be available to install an estimated 20 new septic systems for

continued on page 11

The Incentive Aid Program—Four Years Later

The Incentive Aid Program was established in 1984 to help cities and towns improve the management of both municipal government and school departments. An advisory committee of school and municipal officials meets periodically to review the program and recommend possible improvements.

The program has provided more than 750 grants since its inception, with two rounds of awards per year. Both municipalities and school systems have benefited from new professional management positions, improvements to and consolidation of departments, joint school-municipal budget preparation and capital planning, professional development and training opportunities, as well as land use management efforts.

In addition to the competitive awards, three Incentive Aid Programs address the special needs of some cities and small communities facing particular problems and opportunities for improvements. The Urban Management Program has provided assistance to 18 older cities with a median income below the statewide average, and with limited fiscal management capacity. Twenty-five percent of the funds awarded in fiscal year 1988 are devoted to the management needs of these cities.

The Circuit Rider Program, which is targeted toward communities with populations under 5,000, provides a professional staff person to the board of selectmen to assist with developing recommendations for long-range fiscal and capital planning, management improvements, preparing grant proposals, and acting as liaison between the town and state, federal, and regional governments. This program provides funding for a position to be shared by two or more towns. A minimum of three new positions will be provided under this year's program.

photo: Al Codish

Richard Howe, center, EOCD Depy. Asst. Sec., presents $20,000 grant to the Avon School Dept. for a study to regionalize the school system. With Howe are, from left, Sen. Paul Harold; Peter Murphy, Dept. of Education; John Noland, Avon School Committee; Joseph Rappa, School Superintendent.

The Minority Intern Program encourages minorities to serve in local government management positions. The goal of the Minority Internship Program is to encourage currently underrepresented groups to enter local government management as well as to provide qualified administrative and technical assistance to communities that need and desire it. To this end, the Minority Internship Program has made 24 placements to date. Internship lengths are negotiated between the community and intern and range from 12 to 18 months on either a part-time or full-time basis.

One of the ongoing training projects funded by the Incentive Aid Program is the Land Use Law Course offered by 11 community colleges across the Commonwealth. The Town of Concord, in cooperation with Middlesex Community College, provides coordination for the 13-week course. The Land Use Law Course is designed to bring local officials, developers, and the general public together in a forum to learn about the laws affecting the use of land and the roles and responsibilities of participants in the process. The grant provides a $100 scholarship for local officials who pay $50 for the course while others pay $150. Participants have given the course excellent evaluations and say that the mix of public and private participants creates lively discussion and a better understanding of the overall process. To date, several hundred local officials and a like number of private participants have taken part in the program. ■

Emergency Gateway Funds Awarded

The Gateway Cities Program recently awarded $350,000 in Emergency Program funds to the following cities: Boston, Cambridge, Chelsea, Fall River, Holyoke, Lowell, Lynn, Quincy, Somerville, Springfield and Taunton.

Gateway Cities Emergency funds are awarded to eligible communities on a competitive basis. Cities and towns which have experienced a large influx of immigrants, refugees, and other linguistic minorities, and which have been determined by legislative formula to be eligible, may apply for funding.

Examples of projects funded under this round include the following:

- Hospital assistance and in-patient psychiatric support services for Vietnamese adolescents in Boston;
- Legal advocacy and translation services for 125 Hispanic families who are eligible for amnesty in Cambridge;
- Educational, medical, and social services programs for Hispanic and Cambodian pregnant teenagers in Lynn;
- Drug abuse prevention and education program for Hispanic youths and their parents in Springfield; and
- Educational supplies, equipment, and transportation for specialized programs for newcomers under a voluntary desegregation plan in Fall River. ■

EOCD, MMA Brief New Mayors

A dozen new mayors took office in Massachusetts cities in early January. Both before and after their inaugurals, they received briefings on their new responsibilities from EOCD, the Massachusetts Municipal Association, and the Kennedy School of Government at Harvard.

In December, a group of mayors met with Governor Dukakis and EOCD Secretary Amy Anthony at the State House. The Governor outlined the nature of the "partnership between the state and municipal government in this state," calling on the mayors to continue the strong links supporting the Governor's Alliance Against Drug and Alcohol Abuse and initiatives "to bring down the barriers to opportunity." Secretary Anthony noted the sources of assistance offered by EOCD, programs which were described in greater detail at a subsequent luncheon by Assistant Secretary Michael Tierney.

Mayors with Governor Dukakis at their pre-inaugural meeting include (from left) David Musante, Northampton; Eugene Brune, Somerville; Edward Molin, Newburyport; (foreground) Anne Wojtkowski, Pittsfield; Theodore Pelosi, Haverhill. Governor Dukakis sits at center.

The new mayors joined their more senior colleagues at the Kennedy School on February 24-26 for a three-day conference supported by an EOCD Incentive Aid grant. The classroom sessions included a well-received case discussion on fictitious Massachusetts Mayor Evan Sweeney, a small group exercise focusing on mayor-police relations, a presentation on affordable housing by Harvard Professor James Brown, and a session led by Deputy Commissioner of Revenue Ed Collins. ■

Gloucester Develops Impact Fee Models

The City of Gloucester was recently awarded a $20,000 Strategic Planning grant to assess the impact of new development within the city and to establish an impact fee structure. The contract was awarded to the Massachusetts Municipal Association (MMA), which has put together the consultant team of Michael Smith, MMA; Mark Williams, David M. Griffiths and Associates; William Melia, planner; and Joseph Hannon, Esq., to undertake the project.

The consultants, working with Gloucester's Impact Fee Advisory Committee, began the study by determining the direct and indirect costs to the water, sewer and highway departments for delivering services. This full-cost plan will serve as the basis for the impact fee calculations. Growth projections will also be determined with a focus on the location and magnitude of growth occurring in Gloucester. Finally, a set of models for an impact fee structure will be established; and the Impact Fee Advisory Committee will determine which model is best suited for Gloucester.

The development boom in a tax-capped environment has many communities investigating new fee methods. The use of impact fees is of particular interest to communities across the Commonwealth. As municipalities attempt to deal with the capital and service costs of development, methods for assessing costs to individual projects are seen as crucial for relieving cities and towns of fiscal burdens.

Although impact fees may provide relief for communities, some concerns remain. The fairness of assessing fees against new developments has been questioned, since both capital costs and services may have been provided to previous projects. Long-range planning may also suffer unless a clear link among impact fee structures, local capital improvement plans, and long-range community plans is established. Projects like this one in Gloucester will enable EOCD and other municipalities to continue to assess methods for establishing impact fees and developing workable fee structures.

Further information regarding the Gloucester Strategic Planning Project or impact fees in general, may be obtained by calling Glenn Gibbs, Planning Director, City of Gloucester, or the Strategic Planning Program. ■

Congratulations to the Newly Elected Mayors

Joseph Chessey	Chicopee
William B. Squillace	Gloucester
Theodore A. Pelosi, Jr.	Haverhill
Edward Molin	Newburyport
John A. Deveau	Gardner
Anne E.Wojtkowski	Pittsfield
Jordan Levy	Worcester
Michael J. McGlynn	Medford
John Brennan, Jr.	Chelsea
Martin J. Dunn	Holyoke
Stephen A. Perla	Leominster
Richard P. Howe	Lowell
Alfred E. Vellucci	Cambridge

Economic Development Set-Aside Funds Awarded to Orange, Gardner, Pepperell

Secretary Amy S. Anthony recently announced three Economic Development Set-Aside (EDSA) grants totaling $970,111 for the communities of Orange, Gardner and Pepperell. The grants will enable three businesses to start up or expand their operations, thus creating and retaining over 180 jobs in the Commonwealth.

The Economic Development Set-Aside Program provides financing to businesses for projects in which there is a clear financing gap and in which a majority of the resulting jobs will benefit low and moderate income persons.

The Town of Orange was awarded $136,611 to assist Production Tool and Grinding Co. in starting operations at a newly constructed plant in the Orange Industrial Airpark (see related story). EDSA funds will be used to purchase equipment for this firm, which specializes in resharpening industrial cutting tools. The company will create at least 34 high-wage jobs over the next four years, which will help offset the loss of high-wage machine trades industry jobs in this Northern Tier community.

The City of Gardner was awarded $519,000 to support the continued operations and expansion of Nichols and Stone Co., a 130-year-old family-owned furniture company which specializes in high quality, early American furniture. Set-Aside funds will be used to purchase new capital equipment as part of a larger plan of new construction and capital investments which will increase the competitiveness of Nichols and Stone. This public investment will help retain 60 jobs and create 20 new positions in the City of Gardner, which has seen many of its furniture companies cut back their operations or close.

The Town of Pepperell, located north of the Leominster-Fitchburg area, was awarded $314,500 to support the start-up of Cawe'-Bri Ltd., Inc. EOCD funds will purchase capital equipment to produce plastic pellets which can be injection molded to make products for the automotive, food packaging, and other industries. This new company, located in Pepperell's Lomar Industrial Park, will create an estimated 69 new jobs over the next three years.

The EDSA Program supports a wide range of businesses, from new business start-ups to long-established firms in mature industries. The program has been very active in the last year, and EDSA staff are interested in other prospective deals. Please direct inquiries to David Weiss, Director, or Lynn Shields, Assistant Director, at (617) 727-7180 or 1-800-392-6445. ■

New Municipal Grant Cycles Begin

Program	RFP Distributed	RFP Due	Awards Announced
Strategic Planning	early March	May 6	early July
Incentive Aid	April 1	Round I : May 27 Round II: Sept. 30	late July late November
Mass. Small Cities	early June	September 2	early November
Rental Rehab	early March	Open	As approved
Municipal Advance Prgm.	mid-March	Open	As approved
CDAG*	mid-May	mid-July	mid-September

*Community Development Action Grant round for commercial and industrial development projects.

Municipal Advance Program Offers Staffing and Technical Assistance

The Municipal Advance Program (MAP) of the Massachusetts Housing Partnership is now in its second year of operation with over $1.2 million in funding requests and over 60 projects underway in 50 communities throughout the Commonwealth. The Municipal Advance Program is currently expanding its scope of activities to include staffing assistance to local housing partnerships and municipalities for project implementation. These additional activities are described in MAP's revised Request for Proposals, which was recently completed.

By including staff resources within its range of activities, MAP's role as a predevelopment resource becomes more comprehensive. The newly created Partnership Planner positions will allow communities to focus their respective affordable housing agendas to make more efficient use of MAP project monies. As projects are formulated and increase in number, resources for Project Manager positions could provide the necessary administrative assistance to communities to ensure that projects are completed in a timely manner.

In addition, MAP program staff provide technical assistance to communities in reviewing proposals and subsequent negotiation with developers seeking comprehensive permits. To access these resources, communities are not required to have established local housing partnerships. This policy stems from a recognition that housing development which is sensitive and responsive to local needs is inherently beneficial to all concerned.

Communities interested in submitting proposals for all types of technical and staffing assistance are encouraged to contact their MHP regional director, the MHP main office at 727-7824, or MAP program staff at 727-0494. ■

Update: Regional Planning in Massachusetts

In 1987, a new grant program was established within EOCD for Regional Planning Agencies (RPAs). The program provides the RPAs with funds to carry out activities in environmental, land use, and housing planning. In addition to these planning efforts, RPA participation in regional and local growth management has been greatly enhanced.

Some of the activities undertaken by the RPAs in the first year of funding included the following:

- Berkshire County Regional Planning Commission (BCRPC) organized, prepared, and conducted six workshops for town planning boards, boards of health, conservation commissions, selectmen, and the general public. Workshop topics ranged from growth management to water quality. BCRPC also investigated emerging environmental technologies as potential new industries for the Berkshire region and evaluated alternative institutional arrangements for a county-wide weed harvesting program.
- Franklin County planning efforts included a review, update and expansion of the **Franklin County Planning Board Members Handbook** and the **Guidebook for Developing Local Land Use Plans,** which were distributed to the planning boards in the county. Franklin County also conducted six workshops on issues relating to the role of board members on planning boards and zoning boards of appeals.
- Nantucket Planning and Economic Development Commission work addressed housing issues. A zoning article was passed by Town Meeting to create a Housing Linkage Program requiring developers of major commercial developments to provide one unit of affordable housing for every 4,000 square feet of commercial space developed. In addition, as a result of RPA efforts, Town Meeting voted to submit legislation to amend the Nantucket Land Bank Act to include a housing element. The Act, retitled ''Establishing the Nantucket Islands Open Space and Housing Land Banks,'' is expected to receive legislative approval.

RPA staff attend EOCD-sponsored Planners Forum.

The success of the RPA Program in its first year encouraged the Legislature to appropriate funds for FY 1988 and to increase the allocation to $480,000. Some of the work underway this year includes the following:

- Metropolitan Area Planning Council (MAPC) is identifying and organizing new subregional groups of 10 to 20 communities from its 143 member communities, which share common concerns and interests. These groups will be similar to Metro West and the South Shore Coalition. MAPC is organizing and hosting subregional forums for each of the newly organized groups and providing follow-up assistance in pursuing their established objectives. The RPA is also undertaking work on components of a new regional plan, called Metro Plan 2000. The Plan is an assessment of the region's resources as it enters the last decade of the 20th century.
- The Merrimack Valley Planning Commission (MVPC) work plan includes a Basic Growth Outlook, which will analyze MVPC's recent population projections and employment growth to determine potential impacts, to update regional land use goals and objectives, and to update its regional land use plan. Merrimack Valley's housing program will continue to update information on housing construction on a town-by-town basis, identify current and future housing needs, and assess potential consumption of land for residential development. A third project is a farmland inventory and evaluation which will support the Department of Food and Agriculture mapping program.
- The Southeastern Regional Planning and Economic Development District (SRPEDD) will utilize this year's grant to review procedures for development projects with regional impact. Three adjacent communities are volunteering to work with SRPEDD in testing the local review process and creating a subregional review process for projects with regional impact. This review will then serve as the model for the District. In addition, an evaluation of regional growth strategies is being done by applying a computerized growth model—the LAND model, developed by Philip B. Herr and Associates—to three rapidly growing communities in the region.

EOCD administers this program through its Office of Local and Regional Planning (OLRP). The OLRP staff has also assisted the RPAs with monthly directors meetings, a state-wide conference entitled ''Planners Unite,'' and planners' forums. In October, 1987, the planners' forum entitled ''Water Planning from all Perspectives'' convened all the state and regional planners charged with developing water policies, plans and regulations. An upcoming forum will address the creation of a State Geographic Information System (GIS) and the role of the regional planning agencies in its development and utilization. ■

EOCD Awards First Round of Infrastructure Grants

The Towns of Lakeville and Bellingham received the first awards under EOCD's newly created Infrastructure Set-Aside Program (ISAP). Each community will receive a grant for the construction of public infrastructure to support an industrial development project.

The ISAP Program provides state assistance for public infrastructure to assist with private investment in commercial developments and expansion of new plants. The program is designed to expand the local tax base and to retain or create jobs in the Commonwealth. The ISAP Program is funded through the Small Cities Community Development Block Grant Program and is designated for projects in Small Cities-eligible communities. EOCD has set aside $5 million to support this program.

The Town of Bellingham's $300,000 ISAP grant is for the construction of approximately 5,500 feet of water line to support the development of a new warehouse and distribution facility for Somerville Lumber Company. The project will create 120 new jobs. Somerville Lumber has estimated that its investment in the facility will be $26.5 million, and the Town of Bellingham's required 25 percent match of the ISAP award is also being provided by the project developers.

The development is taking place on a 90-acre site and will take advantage of Bellingham's strategic location adjacent to I-495. The project will also allow for additional industrial development in the area near the Somerville Lumber site.

The ISAP award to Lakeville provides for the construction of roads and utilities in the Great Pond Industrial Park. The $300,000 award will fund the construction of 4,000 feet of roads, drainage and water line extension at the industrial park, which is managed by the Town's Local Development Corporation (LDC). This award supports the construction of a 40,000 square foot building by the Thompson Paper Box Company, which will hire 30 new employees and retain 30 employees in this southeastern Massachusetts community. Thompson Paper will invest $1.6 million in the construction of its new building. The overall project includes the completion of the park's infrastructure improvements, the construction of the Thompson building and improvement of the water and fire flows for the recently completed Talbot's Distribution Center, also located in the Great Pond Industrial Park.

The Lakeville LDC will be contributing $405,870 towards the cost of these improvements; work is expected to be completed this spring.

Applications for the ISAP Program are limited to one per community for each funding round. The next round is scheduled for this summer; a recent round of applications is currently being reviewed. ISAP awards up to 75 percent of the cost of the project with a maximum award of $300,000. Municipal grantees must provide at least 25 percent cash match of the total project cost. The ISAP Program requires that the private investment be made in support of the ISAP award. Eligible activities include the acquisition of real property and construction or rehabilitation of infrastructure improvements such as streets, sidewalks, lighting, water and sewer lines, pedestrian malls and walkways, and off-street parking. ■

EOCD Planning Conference on Development Corporations

Do we want a Community Development Corporation (CDC)? Local Development Corporation (LDC)? Economic Development Industrial Corporation (EDIC)? Industrial Development Finance Authority (IDFA)? Redevelopment Authority (RA)? Community Development Department (Chapter 43C)? More and more communities are asking which type of organization best suits their development needs. Many communities are just beginning to organize their economic development efforts. In other cases, communities are reorganizing their economic development program, either adding capacity to their program or attempting to consolidate existing entities in order to be more effective and efficient.

In order to help communities with the answers to these and other questions, EOCD will be sponsoring a one-day conference on development corporations. The objective is to provide technical assistance to communities on the various types of economic development corporations, including actual examples of projects developed by operating corporations.

At the conference, EOCD will provide a handbook describing each of the development entities, including what their powers encompass, how they are created, what funding sources they can access, examples of projects, and a comparison of the powers and responsibilities.

An important aspect of this conference will be the opportunity to hear presentations by representatives of various development corporations which have utilized these powers and organizations to work on economic development projects. Participants will be able to see how projects have been planned, developed and marketed. These groups have worked successfully in partnership with local government and private enterprise to meet economic development goals.

Several groups assisting with development projects in Massachusetts will participate in the conference. Representatives from the Massachusetts Government Land Bank, Worcester Area Business Development Corporation, Westmass Area Development Corporation, a community development corporation, and the North Berkshire Industrial Park Development Corporation will share their experience with participants. Along with their expertise in financing and developing projects, they also provide management services to communities by administering economic development projects.

The conference on development corporations will provide practical information and an opportunity to hear specific project cases from communities and non-profit development corporations. When the conference agenda and date have been finalized, notices will be distributed statewide. In the interim, for additional information, contact John Ryan at (617) 727-7180. ■

Main Street Begins Assistance in Taunton

EOCD's Main Street Center is now underway with five new Main Street communities for a new round of downtown revitalization assistance. Chelsea, Franklin, Greenfield, Peabody and Taunton have each received a grant to pay the salary of a full-time Main Street project manager and to cover the costs of an intensive program of technical assistance.

This is the first of a series of articles which will profile the new Main Street communities.

Taunton is an industrial city of 45,000 located in southeastern Massachusetts. It has a long tradition of commerce and industry and has historically been known as the "silver city of the world." Taunton has also been associated with iron production, the manufacture of locomotives, and numerous other products.

Like many older northeastern cities, Taunton experienced economic decline from the 1950s through the 1970s. Hundreds of jobs were lost during this period as the city's silver and metals industries declined.

However, since the early 1980s, Taunton's economy has greatly improved, thanks to a period of substantial growth and a commitment by the city to economic revitalization. The opening of a new section of I-495 through the city in 1983 and the development of Myles Standish Industrial Park, now completely filled, have substantially boosted the local economy. GTE Corporation alone added 1,000 new jobs to the area. The City of Taunton is currently attempting to acquire 250 acres of additional land to expand the industrial park. There are also over 5,000 new housing units either planned or underway in Taunton.

The City of Taunton has also made substantial physical improvements to revitalize its downtown. New sidewalks, trees, off-street parking, lighting, and street furnishings represent a considerable public investment on Main Street. The city is also sponsoring a low-interest loan program for commercial facade renovations in the downtown, using a grant from the Massachusetts Small Cities Program. In addition,

An historical preservation award-winner, the Taunton Savings Bank is an example of the revitalization occurring in downtown Taunton.

Taunton has obtained 50 percent matching funds from the Massachusetts Historical Commission to restore the historic Taunton Coin building.

Despite this period of unprecedented growth, downtown Taunton is experiencing many symptoms of distress. The downtown has a 30 percent vacancy rate for office space, contains several underutilized buildings, and has many absentee property owners who tend to lack commitment to the downtown. Taunton's central business district exhibits an inadequate mix of goods and services and must compete with several other commercial areas just outside the downtown.

The identification of these issues has considerably broadened support for revitalizing downtown Taunton. A commitment to participating in EOCD's Main Street Program has been demonstrated by Taunton's business community, property owners, banks, chamber of commerce, redevelopment authority and city government. Together these groups have raised over $24,000 in cash and in-kind contributions to match EOCD's assistance, with two-thirds of these funds coming from private sources.

EOCD's Main Street assistance to Taunton will focus on a number of current issues. Organizationally, the program will seek ways to improve coordination between City Hall and downtown merchants and will develop and strengthen support to "The Heart of Taunton, Inc.," the city's new downtown association. Other priorities to be addressed in the Taunton Main Street Program include promoting the downtown as an entity while enhancing its image; improving the general appearance of the downtown through facade, signage and window displays; encouraging uniform store hours; increasing night-time activity; and improving the mix of available goods and services. ■

Call 1-800-392-6445 for information and technical assistance on Division of Municipal Development Programs.

Impact Editorial Staff:
Sandra M. Coakley, Editor
Kathleen M. Collette, Secretary

Lowell's Gateway Cities Program Making a Difference

Over the years, Lowell has welcomed immigrants and refugees from all corners of the world. Over 50 ethnic groups have played a significant part in the economic and cultural growth of this city.

However, this open-door feeling extended by the city has been a mixed blessing. The City of Lowell has not had the resources to help the thousands of arriving newcomers to adjust to their new lives in Massachusetts. In 1983, the Asian population of Lowell was approximately 2,000 people. This year, the Asian population totals over 20,000 people, including 14,000 Cambodians, 5,000 Laotians and 2,000 Vietnamese. In fact, Lowell has the largest Cambodian population in the country.

''The $500,000 the city received from EOCD in Gateway Cities funding could not have arrived at a better time,'' said City Manager James Campbell. ''This funding has enabled us to provide many programs to address this inmigration of Asians into our city. Programs in health care, English as a second language, housing outreach, and interpretive services are examples of the assistance being provided through Gateways.''

One of Lowell's more interesting programs is ''ESL for Homebound Mothers,'' designed for women who have pre-school children and who are not in the workforce. The program is coordinated by Sister Margaret Cummings of the Sisters of Notre Dame De Namur, who is assisted by four members of her order.

''The concept of the program is very simple,'' said Sister Margaret. ''Women at home taking care of pre-school children feel trapped by their inability to speak English. This program offers them English language training and day care.'' The mothers and children are provided transportation to and from the classes. With the assistance of 14 volunteers, child care is provided while the parent is in class. ''ESL for Homebound Mothers'' presently has 21 mothers and 27 children participating. With the English language training and positive exposure to American life that this program provides, it is hoped that the mothers will be prepared to join the workforce by the time the children are ready to enter the public school system.

These children enjoy day care while their mothers receive English training.

A number of interpretive assistance programs are also being offered by the city. Two Asian interpreters are working out of the City Manager's office and are available to any city department that needs interpreter services. The interpreters are assisting the health, police and code departments; and once a week they read American stories to children, through a program sponsored by the library department.

The Lowell Planning and Community Development Department has hired four interpreters—Cambodian, Laotian, Vietnamese and Hispanic—to explain and fill out census information through a house-to-house survey. In June of 1987, the City had 300 Cambodians listed as residents; the official listing is now over 10,000 and is expected to reach 14,000.

One part-time and two full-time interpreters have just been added to the police department, attached to the dispatcher's office. They will be available from 4:00 p.m. to 7:00 a.m. to respond to whatever public safety needs arise. These new interpreters, together with those assigned to the City Manager's Office, provide the city with around-the-clock interpreter assistance.

Two housing assistance programs are also being offered to the Asian community. The Lowell Housing Authority is using interpreters to do outreach, informing income-eligible newcomers about the availability of various housing programs. Interpreter and advocacy assistance is also being provided by a local non-profit organization, Community Teamwork, Inc. This assistance includes private sector housing advocacy and help in dealing with landlords and utility companies.

The city has also established two health services projects. The Lowell Community Health Center's pre-natal program is providing Cambodian interpreter assistance; and the Cambodian Mutual Assistance Association has established a ''Medical Passport Program.'' The passport program involves taking and maintaining a family medical history, which is then kept by the family and taken from doctor to doctor when seeking future medical attention.

These and other programs are having a dramatic effect on the City of Lowell and its ability to accommodate its newcomers. It is interesting to note that three years ago there were no Cambodian businesses in Lowell. Today there are about 30, including a video rental store. The Gateway Cities Program is helping to make a difference, providing long-range benefits to the Asian community and to the City of Lowell. ■

Monson *(cont. from page 3)*
low/moderate income and elderly owner occupants.

Utilizing Small Cities Program funding, the town has proven to be an effective partner with EOCD. With MSCP and the Core Focus programs providing needed resources, the town of Monson has been successful in securing new private investments. Congratulations to the Kelley's, the town administrators, and the residents of Monson. ■

Youth 2000 Program Underway

The Governor's Office of Human Resources (GOHR), the Massachusetts Municipal Association (MMA), and EOCD recently held workshops on the new Youth 2000 grant program. Youth 2000 is a federally funded program focusing on improving youth services at the local level. EOCD is supporting the municipal grant component of this program, which now totals $180,000. RFP workshops were held in Holyoke and Wellesley to introduce the program to municipal officials.

The Youth 2000 demonstration municipal grant program has three areas of emphasis: (1) to increase management capacity of cities and towns to address youth services issues; (2) to improve the coordination of youth programs among municipalities, school systems, and non-profit agencies serving the youth population; and (3) to create community awareness of youth services needs through workshops and other training/information events. It is expected that 15-20 grant awards will be announced by mid-April.

In addition to the municipal grant activity, Youth 2000 will also provide funds for data collection and analysis, and will support regional conferences highlighting the municipal projects funded this year.

''Youth 2000 provides an excellent opportunity for cities and towns to get involved with developing effective youth programs. This federal program complements the recent ''barriers to opportunity'' initiatives in state government, addressing school dropouts, drug and alcohol abuse, teen pregnancy, and illiteracy,'' said Secretary Anthony of EOCD. ■

EOCD Sponsors Conference on Development of Marginal Lands

EOCD's Office of Local and Regional Planning is sponsoring ''Building on the Margin,'' a conference designed to examine the changing uses of marginal lands. Marginal lands include areas once considered undevelopable because of poor soil conditions, topography, isolated locations, or environmental constraints. Because of new technologies, improved transportation access and increased economic pressures, these areas are now being considered for development. Co-sponsored by the Executive Offices of Environmental Affairs, Transportation and Construction and Economic Affairs, and the Governor's Office of Economic Development, the day-long event is scheduled for March 25.

The conference keynote speaker is Clifford Lincoln, Minister of the Environment for the Province of Quebec. His ideas on balancing economic development and environmental issues, as reflected in his speech ''Sustainable Economic Development,'' will set the stage for the rest of the conference activities.

Individual workshops will cover on-site treatment plants, seasonal home conversions, improved transportation access, impacts on community character, and development of areas with environmental constraints. The workshops will provide case studies, regulatory mechanisms, and potential strategies to assist participants with similar issues in their own communities. The conference will close with a reception, and resource tables will be set up to provide program and organizational information about available state and private programs. ■

New State Law Supports Department Consolidation

The Massachusetts Legislature recently passed ''An Act Providing Optional Forms of Municipal Administration.'' Chapter 756 of 1987 is an initiative written and sponsored by EOCD which encourages municipalities to create consolidated departments of finance, community development, and inspections. As local government responsibilities become more complex and require greater coordination among related functions, creation of a department structure is designed to encourage improved local management capacity and effectiveness.

Chapter 756 creates a new chapter of the Massachusetts General Laws, Chapter 43C, which outlines the features of these consolidated departments. A citizen petition process or vote of the board of selectmen or city council places the question of department consolidation on the local ballot. If the question is adopted, the municipality would provide by bylaw or ordinance for the appointment of a director of the department, a term of office for the director, and a description of the functions to be included within the department.

''Chapter 43C supports the Incentive Aid Program goals of building local management capacity and supporting improvements in the delivery of basic local services,'' said Deputy Assistant Secretary Dick Howe. ''We are looking forward to working with cities and towns that would like to undertake department consolidation using the 43C guidelines.''

For additional information on Chapter 43C, contact Marilyn Contreas of EOCD's Municipal Management section (727-3253). ■

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State Commences Year-Long Focus on Growth Management

Minister of Environment for the Province of Quebec Clifford Lincoln, EOCD Secretary Amy Anthony, and EOEA Secretary James Hoyte meet at conference.

Increased growth and the development of marginal land areas throughout Massachusetts was the subject of a spring conference entitled "Building On The Margin," sponsored by EOCD with the Executive Offices of Environmental Affairs, Transportation and Construction, and Economic Affairs as co-sponsors. Billed as "a conference for leaders shaping Massachusetts' future," more than 200 invited state and local officials, developers, planners, and environmentalists gathered to focus attention on the future prospects for open land areas across the Commonwealth.

Secretary Amy S. Anthony opened the conference, which was the first in a series of steps to develop statewide growth management policies. Commenting that "development decisions cannot be made by developers alone," Secretary Anthony challenged conferees to speak openly on how to manage development growth properly, while protecting these environmentally sensitive marginal land areas.

Although the term marginal was defined broadly in the pre-conference literature to mean lands once thought undevelopable due to cost, isolation, environmental limitations, ongoing institutional or agricultural uses and other similar limitations, it was noteworthy that each special interest group attending the conference had its own definition of marginal land. Developers define marginal relative to the degree of financial investment needed to get a marginal return on profit. Environmentalists define the word to mean lands that should not be developed due to impacts upon water quality, flooding, soil erosion, etc. Still others define marginal as any lands they would prefer to see remain open simply because "it's nicer that way."

The purpose of this day-long conference was to bring together leaders from a wide variety of land use fields to discuss these divergent views and to address growth pressures threatening sensitive, unprotected land areas and community character in Massachusetts. Due to improved sewage treatment technologies, changing institutional land uses, farmers retiring and, above all, a strong statewide economy, there is the potential for the development of all available lands.

State officials expressed an urgency for the protection and careful management of development occurring in these land areas. Secretary of Economic Affairs Joseph Alviani urged those assembled to seize this opportunity to address these growth issues, commenting, "If we don't take advantage now, we may not have another opportunity like this for a long time."

The conference was highlighted by a keynote address by Clifford Lincoln, Minister of Environment for the Province of Quebec, Canada, an expert in the field of economic and environmental reconciliation.

Six workshops focused on preserving community character, private wastewater treatment facilities, site design and review, zoning to protect environmentally sensitive lands, transportation access and its impact on area development, and the conversion of seasonal homes.

The entire conference set the framework for the initiation of meetings by the new Legislative Commission on Balanced Growth. Senator Carol Amick concluded the conference and, as Co-Chairman of this Commission, set forth its objectives. Co-chairing with Amick is Representative Carmen Buell of Greenfield.

The Growth Commission was established by the Legislature and includes eight Representatives, three Senators, the Secretaries of Transportation and Construction, Economic Affairs, Environmental Affairs and Communities and Development, the Executive Director of the Massachusetts Historic Commission, the Director of the Governor's Office of Economic Development, and five gubernatorial appointees representing local and regional officials, environmentalists and developers. The Commission recently began meeting to articulate statewide policies (or values) with which all private

continued on page 3

From the Desk of Amy Anthony

Dear Reader:

When the Massachusetts Housing Partnership was formed three years ago, its stated mission was to establish a network of community-based partnerships which would work to increase the supply of affordable housing throughout Massachusetts. I am pleased to report that since that time, local housing partnerships have been formed in over one-third of the cities and towns in the state. Many new housing developments are currently underway.

Perhaps the most significant accomplishment of the MHP to date is the increased acceptance of housing as an issue which local communities and citizens must address. Perhaps the best measure of this acceptance is reflected in the number of applications we received for funding under the Homeownership Opportunity Program (HOP). The results of the first competitive funding round were announced in early June. A total of 20 developments including almost 1,500 new units of housing will be built. Approximately one-third of the homes will be made available to moderate income first-time homebuyers. Most of these projects were submitted with strong support from local communities.

Communities were recently given a chance to showcase their best affordable housing efforts as part of MHP's Third Annual Conference and Exposition, which was held at the Bayside Expo Center in Boston on June 28. Over 1,000 individuals representing communities across the state participated in this year's Expo.

I congratulate all of the citizens who took part in the MHP Expo and urge all of you to get involved with your community's local housing partnership. With MHP, local partnerships, and local officials working together, I am confident that we can continue to make great strides toward our goal of housing opportunity for all.

Sincerely,

Amy S. Anthony
Secretary

Staff Notes

Over the past couple of months, there have been numerous personnel changes in the Municipal Division.

We would like to welcome to EOCD the following new employees:

ASHWANI VASISHTH joins us as a Program Representative in the Small Cities Program. Ash recently received a Master of Architecture Science Degree from MIT, where he also concentrated on planning and housing issues. He has several years' experience in India in designing and developing housing and commercial space.

A staff person has been hired to administer the new Youth 2000 Program. CAROL WOLFE is the former Associate Director of the Gordon Public Policy Center at Brandeis University. Carol was a Boston City Council legislative aide and has participated in many neighborhood and civic activities. Carol has a Ph.D. in Anthropology from Boston University.

JAMES McKENNA is the new Fiscal Monitor for the Incentive Aid Program. Jim recently completed an internship with DMD's Strategic Planning Program. He recently received his Masters Degree in Public Administration from the University of Massachusetts in Amherst.

ALI M. MAKKE has recently joined the Incentive Aid Program as a Municipal Management Officer. Ali has served as a management intern in Gloucester and Cambridge under EOCD's Minority Intern Program. His Bachelor and Masters Degrees have focused on economics and city and regional planning.

Back Row: Ashwani Vasishth, James McKenna, Carol Wolfe, Ali Makke, Mark Nardone. Seated: C.y. Nunez-Ollero, Pamela DeVincent, Fatima Gonzales.

PAMELA DeVINCENT has been hired as the new secretary to the Gateway Cities Program. Pamela joins us from the Massachusetts Department of Environmental Management. She is a graduate of Bunker Hill Community College.

CECILE DUQUETTE is the Division's new receptionist. Cecile has several years of secretarial experience and was most recently with the Registry of Motor Vehicles.

FATIMA GONZALES has been hired as the new secretary for the Incentive Aid Program. Fatima comes to us from North Shore Community College, where she was a secretary in the financial aid office.

Also, CAROLYN BRITT, the Division's Special Assistant for Community Development, has been promoted to the position of Manager for Economic Development Programs. Carolyn will be responsible for the Division's federally-funded economic development programs.

MARK NARDONE, formerly the Program Specialist with the Division's Main Street Program, has been reassigned as Program Specialist for Small Cities economic development programs. Mark will be working on the Infrastructure Set-

Aside Program and Economic Development Feasibility Studies.

"C.y." NUNEZ-OLLERO has been promoted from a Grants Management Specialist to a Program Monitor in the Small Cities Program. C.y.'s new responsibilities include technical assistance and monitoring of Small Cities grantees.

Several Municipal Division staff have moved on. We bid them farewell and the best of luck.

ALICIA PEREZ is the new Assistant to the Mayor in the City of Lawrence. She left her position as a Municipal Management Officer in the Incentive Aid Program for this opportunity.

REBECCA TEARTE resigned her position as Fiscal Monitor for the Incentive Aid Program. Becky has been hired by the Massachusetts Water Resources Authority and is working in the Purchasing Department.

LOUISE McCULLOGH has resigned her secretarial position in the Small Cities Program. Louise is, however, staying within state government; she is now working at the Executive Office of Environmental Affairs.

MARGO STANLEY LaMOTTA has resigned her position as secretary to the Incentive Aid Program to assume an accounting position at the Ritz Carlton Hotel in Boston.

SANDRA LARSEN, formerly the Division's receptionist, has taken another position within EOCD. Sandra is now working in Housing Construction Services as a Requisitions Clerk.

And last, but certainly not least, ARLENE BROWNE is retiring from the Executive Office of Communities and Development after 39 years. In recent years, Arlene has been the Coordinator of the 121A and 121B Urban Renewal Programs. Arlene intends to pursue a part-time career in real estate appraisals and sales. All her friends and co-workers at EOCD wish her good luck, health, and happiness in her retirement.■

Impact Editorial Staff:

Sandra M. Coakley, Editor

Kathleen M. Collette, Secretary

Assisting the Wood Products Industry in Gardner

A New Model for Feasibility Studies

Two years ago, the Northern Tier Project undertook a strategic economic analysis of the City of Gardner and the surrounding area. One of the project's recommendations was that wood products firms in the area could be more profitable if major changes took place. These changes include incorporating new technologies in the production process, training labor in these technologies, implementing new management approaches, and incorporating production of new input products. The outcome of the project's recommendation is a proposal to develop a wood products industrial park in Gardner, since this would more readily allow sharing of new technologies among park firms.

In partnership with the Gardner Industrial Foundation (GIF), the Gardner Redevelopment Authority (GRA) then approached EOCD and the Massachusetts Government Land Bank for financial assistance to assess the feasibility of an industrial park for firms in the wood products industry. The City of Gardner submitted an application to the Small Cities Feasibility Study Program for $30,000, with commitments from the GIF and the Land Bank of $10,000 each, for a total of $50,000. The Land Bank will manage the study stage of the approved grant and assist in developing the site.

The focus of the feasibility study is broad. It includes an analysis of the necessary directions the industry must go to be more competitive, the needs of existing firms for improvement in their operations, and the critical manufacturing functions which a number of firms could share. In addition, the study will analyze the approximately fifty-acre site, owned by the Gardner Industrial Foundation, to evaluate environmental constraints on development and to design the industrial park's layout and infrastructure.

An advisory committee has been assembled to guide the progress of the study. The committee includes representation from local wood products manufacturers, banks, relevant state agencies, and the regional Private Industry Council. This level of local involvement and commitment can make the key difference in moving the project forward.

The truly notable characteristics of this effort are the good cooperation among the parties that can make the industrial park a reality, and the inclusion of an examination of industry vitality and shared resources that can assist park companies and all local wood products firms in becoming more viable. EOCD and the Land Bank look forward to undertaking similar cooperative efforts in the future.■

continued from page 1

development and local development regulations must be consistent.

In addition to the broad policy discussion, issues which will also be looked at during the commission's 12-month duration include (1) the roles that regions should play in growth management; (2) how to resolve conflicts among governmental levels; (3) how the state should help build local and regional capacity to respond to growth; (4) how to help finance infrastructure needed to support growth; and (5) how to encourage public/private cooperation relative to growth management.

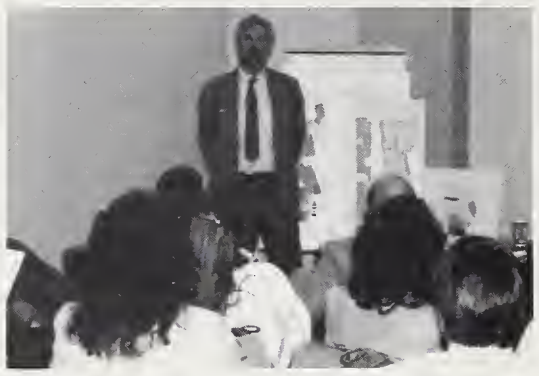
The Commission's recommendations will be produced in a report and will likely include proposals for new legislation, amendments to existing legislation and regulatory/procedural changes.■

Call 1-800-392-6445 for information and technical assistance on Division of Municipal Development Programs.

Arlington's Housing Strategy Targets Existing Stock

The Town of Arlington recently completed work under a $20,000 Strategic Planning Program grant to investigate the local housing market and identify ways to increase the availability of affordable housing. Given the lack of buildable land for new housing, the project focused primarily on the existing housing stock. The project consultant, Rolf Goetze, worked with Arlington's Department of Planning and Community Development and an appointed Affordable Housing Task Force to identify housing needs and strategies.

The identification of a series of strategies targeting existing stock was possible, in large part, because of Arlington's extensive database, which combines land use, assessing and local census information. Detailed analyses were performed which identified underutilized segments of the housing stock and illustrated sales and conversion patterns. The resulting information led to the development of the project's strongest focus-fostering homeownership through conversion of two-family homes to condominiums. This homeownership strategy also includes alternate provisions for downpayment assistance, community land trust involvement and buyer-matching processes.



Alan McClennen, Arlington's Planning and Community Development Director, describes Strategic Planning project.

In addition to the homeownership focus, the project also proposed the use of accessory apartments in large underutilized homes as a way to increase the number of housing units in the community. One of the advantages of these approaches is that they are both already occurring in the private market. The town can now improve on these approaches in pursuit of its housing goals. Additional strategies for inclusionary zoning, a real estate transfer tax, alternative living and ownership arrangements and administrative procedures were also examined.

More work is necessary in order to implement the strategies proposed in the Strategic Planning grant report. In his evaluation of the project,however, Alan McClennen, Jr., Director of Arlington's Planning and Community Development Department, indicated that "Arlington is now in a position to make some viable choices about its future efforts with the confidence that it has looked hard at the problem and developed some workable inroads into housing affordability."

Further information regarding the Arlington Strategic Planning grant may be obtained by calling Alan McClennen or Kevin O'Brien in Arlington or the Strategic Planning Program.■

CDAG Returns

After an 18-month hiatus, Community Development Action Grants have returned. The CDAG Program had reached the limit of its authorization with the grant awards made in the summer of 1986. As reported in the December, 1987, issue of *Impact*, the legislative process required to raise the program's bond authorization ceiling culminated in late 1987 with an increase of $30 million.

Beginning in mid-April of this year, Secretary Anthony announced ten new CDAG awards totaling over $5 million. These new awards, which will support projects for downtown and neighborhood revitalization and industrial development, went to Boston, Chicopee, Everett, Milford, North Adams, Pittsfield (two awards), Salem, Springfield, and Worcester. Included were the following:

- A $1 million award to Worcester will provide infrastructure improvements including water, sewer and road work to support Phase II of the Massachusetts Biotechnology Research Park, which will allow construction of the "Three Biotech Park" building.
- Boston will receive $415,000 for the construction of a public parking lot as part of the City's Codman Square revitalization efforts. The award will support both commercial and housing development in this Dorchester neighborhood center.
- An award of $825,000 is being made to Chicopee for improvements to the City's wastewater treatment plant to allow it to accept wastewater discharge from a manufacturing facility being constructed by Sundor Brands, the producer of Lincoln Foods and Winter Hill juice products.
- A $1 million award to Springfield will improve access between the City's central business district and the Riverfront North project site on the Connecticut River. The site will provide a new home for the Bassett Boat Company, a public boat launch, and a restaurant as the first phase in a project that will include a public park and housing.

CDAG has been a popular and highly competitive program since its inception in 1981. In this recent round, 18 applications were received, from which the ten awards were made. CDAG provides full funding of infrastructure, up to a maximum grant of $1 million, to support private investments that will produce employment or housing opportunities and revitalize distressed areas in the Commonwealth. To date, over 100 CDAG awards have been made to over 60 Massachusetts cities and towns to fund the construction of roads, water and sewer lines, and other public works projects.

Under a separate competition, CDAG staff has been working with the Massachusetts Housing Partnership to review proposed CDAG projects that will support the creation of affordable housing units. These requests for funds are being considered under a special set-aside of CDAG funds.

CDAG applications in support of industrial, commercial, and mixed-use projects are currently being accepted from cities and towns through June 30, 1988, for the next competitive round. Program information can be obtained by contacting CDAG Program Director David Dronsick or Assistant Director Sandra Moore at (617) 727-7180.■

Small Cities Amends Program to Reflect 1987 Act Changes

As EOCD begins its FY 1988 Massachusetts Small Cities Program (MSCP), a number of changes will be going into effect, many of which are the result of federal legislation. The statutory and other changes to the MSCP are contained in a program statement submitted by EOCD to the Department of Housing and Urban Development (HUD), following a public hearing. HUD is currently reviewing the program statement, which EOCD expects to be approved for implementation.

The program statement details how EOCD will make available to eligible communities the $23,381,000 which the Commonwealth will be receiving under its FY 1988 earmark of Small Cities Community Development Block Grant (CDBG) funds from the federal government.

The Housing and Community Development Act of 1987 requires that, on a statewide basis, Massachusetts utilize 60 percent of its CDBG funds to support activities which principally benefit low and moderate income persons. However, the standard for determining whether a local project meets compliance will remain at 51 percent.

Another change occasioned by the 1987 Act is the inclusion as an eligible activity of ''assistance'' to neighborhood-based non-profit organizations, local development corporations or other specified entities to carry out revitalization, community economic development or energy conservation projects. The 1987 Act also allows, for the first time, the ''substantial reconstruction'' of housing owned and occupied by low and moderate income persons as an eligible activity.

The 1987 Act significantly expands the citizen participation requirements that all applicants for FY 1988 MSCP funding must meet. Each applicant must submit as part of its proposal to EOCD a citizen participation plan that details how it will provide opportunities for citizen involvement, with particular emphasis on low and moderate income persons in target neighborhoods. The plan must cover every stage of the community development process (e.g., development of needs, review of proposed activities, evaluation of performance). Provisions must also be made for facilitating the participation of handicapped and non-English speaking residents.

The FY 1988 MSCP Program statement also revises the definition and design of various Small Cities Program components in order to encourage more timely distribution of funds and to better meet the community development needs of Massachusetts cities and towns. For example, under the General Fund component, EOCD will consider increasing the maximum award ceiling from $700,000 to $800,000 for significant infrastructure projects. Such an increase would be warranted in cases where the MSCP portion of the costs of the project, in relation to the normal award ceiling, would preclude the applicant from proposing to undertake other MSCP-eligible activities for which the community has a proven need and track record of performance.

Another initiative under the General Fund component is the creation of a Performance Bonus Fund. This would allow any FY 1988 General Fund grantee which (a) has no serious unresolved management issues and (b) which achieves a contracted commitment level of program funds of 65 percent or more for any program component or for the overall program by May 30, 1989, to be eligible for an **automatic** award supplement equal to 15 percent of the component in question or the overall program respectively.

The General Fund will continue to allow ''joint'' applications (i.e., one application involving more than one community), and applications for programs which will run for two successive program years. Similarly, EOCD continues to recognize the importance of social/public services for low and moderate income persons, such as day care, tutoring, drug/alcohol counseling, or services to pregnant teenagers, in a community's overall revitalization strategy. EOCD encourages cities and towns to include appropriate requests for funding to support such services as part of their General Fund applications.

Other changes to program design in the FY 1988 program include providing working capital as an eligible activity under the Interim Development Financing and Economic Development Set-Aside Programs, and an increase in the maximum award ceiling from $200,000 to $300,000 for the CORE FOCUS Program (which provides rehab assistance and state rental assistance subsidies for mixed commercial/residential projects).

The guidelines for the Infrastructure Set-Aside Program (ISAP) have also been modified to waive the requirement for a local match in projects carried out in an approved Commercial Area Revitalization District (CARD), and to permit ISAP assistance to non-central business district projects, such as industrial parks.

Copies of the full FY 1988 MSCP program statement can be obtained by writing to the Massachusetts Small Cities Program in Room 904, 100 Cambridge Street, Boston, MA 02202, or by calling the MSCP staff at (617) 727-0494.■

MSCP Program	RFP/Notice Issued	Applications Due
General Fund	June/July 1988	August/September 1988
Innovative Awards	June/July 1988	Continuous after August 1988
Performance Bonus Fund	April 1989	May/June 1989
Economic Development Set-Aside	July/August 1988	Continuous
Feasibility Study Program	July/August 1988	Continuous
Infrastructure Set-Aside	June/July 1988	August 1, 1988; November 1, 1988; February 1, 1989; May 1, 1989
Main Street	May/June 1988	Preliminary: July, 1988 Final: October 1, 1988
CORE FOCUS	July/August 1988	Continuous
Housing Development Support Program	July/August 1988	Continuous

Urban Management Program Helping Many Cities

During its first three years, 28 cities have participated in EOCD's Urban Management Program (UMP), a component of the Incentive Aid Program. The Urban Management Program is designed to assist communities over 25,000 in population, with complex management needs, and with limited fiscal capacity and per capita incomes below the state median. Eleven new cities have been added to the program this year. Six of these communities have newly elected mayors who sought funding to assess their cities' management needs as they took office.

Under the Urban Management Program, a local "blue ribbon" committee, assisted by an expert management consultant, develops a comprehensive assessment of local management needs and a long-term blueprint for meeting those needs. After completing the planning phase, additional grant funds are made available to assist in implementing priority projects. The amount of the implementation grant depends upon the number of priority improvements the community can implement in a reasonable time, the level of local commitment, and the availability of Incentive Aid Urban Management funds.

Medford Mayor Michael McGlynn, the first of the new mayors to apply, contacted EOCD about the program immediately after his election. He selected the members of the "blue ribbon" committee before taking office, so that the planning phase could begin upon his inauguration. In addition to the initial $15,000 planning grant, Medford received an $18,855 implementation award to assist in upgrading the Medford Police Department's management capacity, as the first step in implementing its Management Improvement Plan.

The five other first-time mayors receiving planning grants are Mayor William Squillace of Gloucester, Mayor Theodore Pelosi of Haverhill, Mayor Stephen Perla of Leominster, Mayor Edward Molin of Newburyport, and Mayor Anne Wojtkowski of Pittsfield. In addition, Mayor Jeffrey Bean of Fitchburg, who was elected in a special election held in March, has been awarded a management planning grant.

Mayor Carleton Vivieros of Fall River, Mayor John McCarthy of Everett, and Jeff Peterson of EOCD discuss Urban Management Program at May Mayors' meeting.

Other communities which are receiving initial planning grants this year are Agawam, Attleboro, Revere and Salem.

Mayors John Brennan of Chelsea and Joseph Chessey of Chicopee received implementation grant funds to undertake management improvements proposed in the Management Plans developed prior to their asssuming office. Chelsea was awarded $18,000 to increase its management capacity in the housing and community development areas. Chicopee received $21,000 to develop a capital improvement program and to reorganize its purchasing functions.

Other recent Urban Management awards for implementing Management Improvement Plans include the following:

- The City of Boston received $105,000 for its second year of implementation funding—$40,000 to continue developing program budgeting and program evaluation systems and $65,000 to begin implementation of a management employee performance appraisal system covering 450 managers.
- Fall River was granted $45,450 to assist in establishing a centralized garage facility, to consolidate health and human services functions, to upgrade and expand centralized purchasing, and to conduct management training for department heads.
- Lawrence was awarded $56,317 to upgrade the Police Department, and to establish an Administrative Officer position reporting directly to the Mayor and a Financial Manager position in the School Department.
- Lowell received $66,900 to develop a centralized personnel system, including the creation of a Human Relations Manager position; to design a management reporting system; and to study the restructuring of the City Manager's office.
- Marlborough was awarded $54,750 to establish a Director of Finance and Budget position and to conduct a study of the Police Department.
- North Adams was granted $42,000 for the restructuring of the executive function and the establishment of a Chief Administrative Officer position, reporting directly to the Mayor.
- Northampton received $51,500 to conduct a comprehensive study of its data processing system, to establish a new Director of Management Information Systems position, to upgrade operating and capital budgeting systems, and to fund professional development.
- Westfield was granted $64,980 to upgrade its operating and capital budgeting systems and to establish the position of Director of Budget and Finance. The city will also reorganize its public works functions and create the position of Director of Public Works.

EOCD staff are currently negotiating funding for a number of other Urban Management cities as they move towards implementing their Management Improvement Plans.■

Over 500 Attend Gateways Conference

On March 31, over 500 people met in Boston for the first annual Gateway Cities conference, "Avenues to Access and Achievement." The conference was the first opportunity for local officials, service providers and representatives of newcomer constituent organizations to meet and share their ideas and experiences after a year of participating in the Gateway Cities Program.

The program began with welcoming remarks by EOCD Secretary Amy Anthony, House Ways and Means Chairman Richard Voke, and Boston Mayor Raymond Flynn. In her opening remarks, Secretary Anthony praised the efforts that were being undertaken by local officials and others statewide on behalf of newcomers. "EOCD's Gateway Cities Program has provided an excellent opportunity to address the wide range of issues being faced by newcomer groups in Massachusetts. Gateways has provided funding which has assisted communities in offering immigration assistance, interpreter services and specialized education and human services programs," said Anthony.

The conference included workshops on immigration, public safety, housing, education, health care, ethnic identity and cultural sensitivity, municipal access/local participation and the media.

Gateway Cities Director Reinaldo Rivera presents recognition award to Clara Garcia, Executive Director of Inquilinos Boricua en Accion, Boston; Assistant Secretary Michael Tierney sits at right.

Recognition awards were also given to particularly successful or innovative local projects, including the following:

- Inquilinos Boricuas en Accion, Boston, for youth programs.
- Hispanic Multi-Service Center, New Bedford, for development of a newcomer agency.
- Taunton Organization of Portuguese-American Citizens, Fraternidad Puertoriquena Unida, and Cape Verdean Civic Organization, Taunton, for newcomer interagency coordination and organizational cooperation.
- Our Babies/Our Future, Springfield, for health education and prenatal care for newcomer women.
- Centro Las Americas, Latino Association for Progress, and Greater Brook Valley Health Care, Worcester, for municipal and community-based newcomer health care delivery system.■

Local Youth 2000 Grants Announced

In April, Secretary Amy Anthony and Catherine Dunham, Director of the Governor's Office of Human Resources, announced grant awards to 15 communities participating in the Youth 2000 Program. This demonstration grant program is one component of the state's Youth 2000 effort to build community capacity to respond to youth issues. The grant program, a combination of federal and EOCD state funds, awarded a total of $181,550 to support positions and programs that will aid communities in developing comprehensive responses to youth services needs.

The successful applicants included North Adams, Marlborough, Lynn, Fall River and Nantucket. These communities are creating the position of Youth Services Coordinator to encourage the best utilization of varied local resources and services geared to youth.

Weymouth, Manchester, and Taunton will be holding workshops for local officials, community leaders, and service providers to build community awareness of youth needs.

The Towns of Warren, Williamstown, and Adams will use grant award funds to assess current youth services and to solicit guidance from providers and local leaders on possible services that could be developed or expanded to meet the needs of the local youth population.

Quincy and Waltham will be bringing together civic, business, and academic leaders in their communities to form "partnerships" for youth. These efforts will be designed to foster greater communication and coordination among existing youth services, and to build community capacity to respond to youth needs. Such efforts may include education, recreation, and/or employment programs; increasing communication among service providers, the school system, and city agencies; and developing comprehensive strategies for program development and operation.

In Mashpee, town agencies, including the school department, will work with existing boards, commissions, and committees to determine the need for a consolidated agency to provide youth and human services.

The City of Chelsea is also looking toward a consolidated approach, supporting the creation of a non-profit collaborative to foster effective cooperation among providers, the city, and the school system.

Belchertown will be serving as the lead community for towns and school departments in Hampshire County, seeking to build awareness of youth services through the development of a school-based youth services plan. Such school-based models establish the school as the primary point of contact to introduce programs and services which benefit youth. One major gain of such projects is building successful working relationships between human services agencies and school systems.

This wide variety of funded projects demonstrates both the desire of municipalities to address the emerging needs of youth and local ingenuity in designing appropriate responses to youth issues by building community consensus and interest. Secretary Anthony noted that these projects are demonstrations that "will give other communities ideas and action plans for addressing youth service issues."■

MSCP Funds Support Peabody Revitalization

The City of Peabody has shown how effective and important federal and state dollars are to downtown and neighborhood revitalization. The City has successfully used Massachusetts Small Cities Community Development Block Grant (CDBG) and other public funds to help revitalize downtown Peabody and to create an atmosphere which has resulted in significant investment and reinvestment. This is being accomplished on Main Street as well as in the surrounding residential areas. The City has also recently been designated by EOCD as a Main Street community, providing additional opportunities for technical and financial assistance in revitalizing downtown Peabody (see related Main Street story).

By 1980, Peabody's downtown had deteriorated significantly due to the collapse of the leather manufacturing base located in the downtown core. In addition, the pattern of suburbanization brought about by the completion of Route 128 through Peabody in the 1950's accelerated the decline of the downtown, as strip commercial developments and sprawling shopping centers were developed. In the early 1980's, the City set out to reverse the downtown area's decline and stimulate economic development.

Since receiving Small Cities funds in 1981, the City has designed programs which provide incentive financing for a wide range of needs—from housing rehabilitation loans to facade and small business improvement loans, to street reconstruction.

"Unlike many redevelopment plans across the country which sat on planning department shelves, the City's 1981 Downtown Development Plan was fully executed. A comprehensive Downtown Development strategy was implemented and the results are evident," stated Mayor Peter Torigian, who has led the way in the City's downtown revitalization efforts.

Revitalization of the downtown has been the objective of a wide range of initiatives. Included among these is a major downtown transportation and streetscape reconstruction funded through the federal Urban Systems Program. In addition, the City, through its Small Cities grants, has repaved and reconstructed many of the smaller adjacent neighborhood streets. By 1990, nearly all downtown streets will have been upgraded.

MSCP-funded exterior improvements to Allan Block in downtown Peabody.

Local initiatives have been directed at parking and signage problems as well. With assistance from the state's Executive Office of Administration and Finance, three parking facilities were completed, adding 150 off-street parking spaces to the downtown.

After passage of a more stringent sign ordinance which provides for more attractive and consistent signage in the downtown, the City used Small Cities funds to pay for 50 percent of the cost of new signs. The program was very successful, and most nonconforming signs have been replaced.

Also, after completing a downtown market analysis and building inventory, the City began a facade improvement program financed through a combination of Small Cities funds and private investment. In the past five years, the facade loan program has made loans which have aided in the renovation of over 30 storefronts in 17 buildings. Under this program, the City provides 25 percent of the cost of improvements in the form of a three percent loan. A total of $200,000 in CDBG-funded City loans has leveraged over $810,000 in private investment.

Similarly, a small business loan program was started in 1985 to finance necessary interior renovations. This program uses Small Cities funds to finance up to 25 percent of the cost of the renovation. The $60,000 made available since the program's inception has leveraged over $240,000 for interior renovations in downtown buildings.

The City has also continued to make the rehabilitation of homes which are occupied by low and moderate income households a priority. By addressing significant code violations, the City has been able to assist between 75 and 125 households each year. Since 1982, over 500 units have been rehabilitated using Community Development Block Grant funds.

Peabody's Office of Community Development has tailored its housing rehabilitation program to meet a variety of needs, including assisting homes which are owner-occupied and investor-owned structures. The financial mechanisms which the City uses for housing rehabilitation include deferred payment loans and reduced interest loans. The City also utilizes other state and federal programs, such as EOCD's Chapter 707 Rental Assistance Program, the HUD Section 312 Program and the MHFA Neighborhood Improvement Program.

Michael R. Parquette, Assistant Director of Community Development for Peabody, is charged with overseeing the day-to-day redevelopment of the downtown. "The City of Peabody has aggressively pursued and utilized the various state programs made available to distressed communities. Parquette further stated, "Moreover, we have effectively leveraged these public funds with private funds, a necessary first step in receiving the full impact of our downtown revitalization activities. The City of Peabody looks forward to continuing to work closely with EOCD, particularly taking advantage of the opportunities presented through its Small Cities Program."■

Main Street Begins Assistance in Peabody

Section of renovated P.J. Woods Block in downtown Peabody.

This is the second in a series of articles about the 1988 round of Main Street community awards which started in January. Five cities and towns with populations under 50,000 are receiving Main Street grants for hiring full-time downtown managers and for technical assistance. Those communities are Chelsea, Franklin, Greenfield, Peabody, and Taunton. The Main Street Center has also begun an urban demonstration project for larger cities with populations greater than 50,000. New Bedford and Worcester have been selected as the urban demonstration cities.

The Taunton Main Street Program was discussed in the March issue of Municipal Impact; this time the North Shore community of Peabody is featured.

Since its earliest development, the City of Peabody has been an important regional center for commerce and industry on the North Shore. By the beginning of the twentieth century, Peabody had evolved into an important industrial city and one of the largest leather processing centers in the world. Not unlike many industrial cities of the Northeast, Peabody experienced a downward spiral in the leather processing industry following World War II.

Eventually, this decline began to affect the downtown, as its range of goods and services diminished and its image as an important commercial center began to erode. In an effort to reverse this decline, the City of Peabody began a vigorous program for revitalization consisting of public improvements, grant and loan programs to improve the appearance of buildings along Main Street, and industrial development.

The results of the City's efforts have been substantial. The Main Street area has seen major improvements in recent years. New sidewalks, trees and street furniture line the downtown area; most of the commercial structures have undergone storefront and signage facelifts; and Centennial Industrial Park, a 300-acre City development just outside the downtown, is flourishing. With close proximity to Route 128 and the North Shore labor pool, as well as the City of Peabody's strong support for development, Centennial has seen more than 20 firms produce 2,000,000 square feet of new commercial and industrial space, over $100,000,000 in investment and more than 3,000 new jobs for Peabody area residents.

The development of Centennial Industrial Park has helped generate increased demand for commercial and industrial space in the area. Peabody is now experiencing rapid commercial development along U.S. Route 1, a stretch of roadway long overlooked for new commercial development.

Despite the City's major contributions to revitalization, the need for Main Street assistance remains obvious. Downtown Peabody is ringed by a densely populated residential area consisting of the City's oldest housing stock. Today, the area houses many residents of Greek, Polish and Portuguese ancestry. The Peabody Main Street Program will emphasize the important asset of the City's ethnic and cultural diversity in its promotions and special events.

Another asset of the downtown residential district is its historical richness. Two National Register Historic Districts, the Civic Center Historic District and the Washington Street Historic District, abut the downtown. There are also several buildings along Main Street that are listed in the National Register.

Problems confronting the downtown and Peabody Square area include poor traffic circulation, underutilization of downtown buildings, and the location of two major regional shopping centers virtually at its doorstep. The North Shore Shopping Center and Liberty Tree Mall represent over 200 businesses and nearly 3,000,000 square feet of retail space, all within a couple of miles of Peabody Square. The City is presently planning parking and circulation improvements, and reconstruction of the Peabody Square area will begin this year. The Main Street Program will concentrate more on the economic issues surrounding the underused buildings and on the definition and identification of the market for downtown.

Other activities identified for Peabody's first year in the program will be a broadening of the program's base of support, particularly to include some of the larger industrial concerns which are located in Centennial Industrial Park; the development of the retail and service mix on Main Street to strengthen the downtown's convenience market for downtown area residents; and an increase in promotions and special events, with respect to Peabody's strong ethnic diversity, to promote the overall image of downtown Peabody.

Managing the revitalization process downtown, while capitalizing on its many strengths, is the ultimate goal of the Peabody Main Street Program. A committed group of community leaders

continued on page 10

continued from page 9
has formed a partnership between the City government and local business interests to spearhead the downtown revitalization efforts.

Teresa Pinkhert, an attorney and former small business owner, has been hired by the group as downtown manager. Financial support for the program has been very good. The community has raised over $35,000, about half of which is from private sources, to match EOCD's Main Street grant.■

MMA Conducts Computer Expo, Survey of Cities and Towns

On June 10, for the first time since 1981, local officials gathered in Marlborough for a statewide School-Municipal Data Processing Exposition.

The day-long program featured a trade show to present new products, programs, and services, and a variety of panel discussions and informal exchanges. The exposition was sponsored through an Incentive Aid grant from EOCD to the Town of Andover, with the state's Departments of Education and Revenue as co-sponsors.

As the grant consultant, the Massachusetts Municipal Association (MMA) Consulting Group has also conducted a statewide survey of school and municipal computer use, which is presently being tabulated for publication. The survey was mailed to more than 800 cities, towns and school systems in an attempt to encourage the sharing of data processing information among municipalities. Upon completion, the survey will be distributed by the MMA.

"One of the best ways for cities and towns to improve their data processing is to learn from other municipal users with similar hardware and applications," said Deputy Assistant Secretary Richard Howe. "Through this Incentive Aid grant, we hope to form a database to help local governments and school systems link up with each other and spread successful uses more broadly."■

Taunton Gateway Cities Funds Joint Center

In Taunton, Gateway Cities has been a unique and especially effective program. EOCD's Gateway Cities Program provides funding to 26 cities and towns to help in providing services to immigrants, linguistic minorities and refugees. The Taunton program, nearly a year old, funds two ethnic, non-profit organizations which provide direct services to Portuguese and Hispanic newcomers in the Taunton area.

Prior to Gateway Cities funding, these organizations were functioning on a part-time basis with volunteers. Taunton Organization of Portuguese-American Citizens (TOPAC) and Fraternidad Puertoriquenna Unida, Inc., are now jointly operating out of the same office space in downtown Taunton. The location is not only visible but very accessible to their clients. This joint office is now staffed by four full-time, bilingual caseworkers, with a single director. According to Louis C. Loura, the program's director and the coordinator of Taunton Gateway Cities Program, "Staff are now able to assist both Portuguese and Hispanic ethnic groups and exchange ideas on how to service the newcomer community more effectively."

After the office began its operations in August, 1987, the Taunton Cape Verdean Association was invited to share the same facility as a way to promote further racial harmony and ethnic understanding in the community.

Some of the services provided include the following: U.S. citizenship training, medical and legal referrals, translation and interpretation assistance, information and referrals regarding social security, ESL and other available educational training, elderly outreach services, food and clothing assistance, and housing services. Basically, whatever problems or concerns are raised by the newcomer client, the caseworker will attempt to provide the appropriate assistance.

Many times this involves working with other local, state and federal agencies or non-profit service providers. Other times it may involve translating or notarizing documents, or contacting a landlord or private concern on matters relating to employment, legal or medical issues.

"The Gateway Cities Program serves as the bridge between the English and non-English speaking communities in the City of Taunton," comments Mayor Richard Johnson. "Newcomers serviced by these programs receive a favorable impression of their new home because they are greeted by individuals who are sensitive to their culture and background."

It is clear that Gateway Cities has eased the transition for newcomers and has improved their access to vital services in the City of Taunton.■

Staff person Maria Torres (left) meets with outreach volunteers Myra Bosque and Nitza Ramirez.

New Technology Could Reshape Thinking in Growth Management

Last year a developer proposed, for the first time, to use a small, privately-owned sewage treatment plant in a residential subdivision in Massachusetts. Since that time, EOCD has played a leading role in reviewing the impact of this technology on land use and municipal capacity.

This is the first in a series of articles on private wastewater treatment facilities and how this new technology may impact local growth management. It provides background on how this became a statewide issue and how the state is addressing it.

Although privately-owned wastewater treatment plants have been used for many years for industrial wastewater and multi-family residential sewage, their proposed use by developers in residential subdivisions in Massachusetts represents a new application of this technology. In EOCD's comments to the Massachusetts Environmental Protection Agency (MEPA) on the first such proposal, the agency recommended the preparation of a generic environmental impact report (GEIR). Under MEPA, a GEIR analyzes a government policy which may have a cumulative environmental impact and which otherwise would not receive adequate review.

The GEIR for privately-owned wastewater treatment plants will focus on three aspects: technology, legal and institutional issues, and land use implications. The GEIR will also address issues of general concern to communities. These include the role of local government with regard to ownership, operation and responsibility for these facilities; the role of state regulations; an estimate of the amount of development which may occur using these facilities; and how municipalities can plan and manage the growth these facilities would allow.

Several state agencies and the Town of Hopkinton are working as equal partners on a state agency steering committee to develop the GEIR. They include EOCD, EOEA, DEQE, EOEcA, MIFA, MDPH and the Governor's Development Office. The committee, chaired by Elizabeth Kline, EOEA Assistant Secretary, will contract with a consultant to prepare the GEIR and will be aided in its work by a MEPA-appointed citizens advisory committee.

The GEIR citizens advisory committee (CAC) represents the interests of chief elected officials, developers, industries, environmentalists, planners and boards of health. It serves as a forum to assure that the GEIR will address the broad range of issues associated with privately-owned wastewater treatment facilities. Through its lively discussion, the CAC is presently providing the steering committee direction in developing the detailed scope of study for the GEIR.

In the GEIR process, Hopkinton serves a unique role, representing municipalities on this state policy committee. The town received an EOCD Incentive Aid grant to facilitate its involvement. Hopkinton was chosen because (1) it presently has five requests before the planning board proposing to use this technology; (2) one of the pending development applications is for a Massachusetts Housing Partnership Homeownership Opportunity Project (HOP); (3) a local condominium project still under construction has a private treatment plant already installed which is helpful for demonstrations of the technology; and (4) Hopkinton is in the center of the area currently getting most of the development applications.

EOCD's Incentive Aid grant funded Hopkinton to serve as a model community for examining the impact of these facilities on town growth. The town has retained the Metropolitan Area Planning Council (MAPC) to do a build-out analysis of the maximum development now possible in Hopkinton under Title V of the State Sanitary Code, as compared with the development possible under current zoning using privately-owned wastewater treatment plants.

MAPC will also do a study of how other states are regulating such facilities and the effectiveness of the regulations. These studies will provide useful information for the consultants to be hired by the steering committee in preparing the GEIR. Both of these studies will be completed by June 30, 1988, as the private consultants begin to work.

Many misconceptions exist concerning regulation of privately-owned wastewater treatment plants. To help communities understand the current status of the regulations, Secretary Amy Anthony sent a memorandum in March on the subject to the chief elected official, conservation commission, planning board and board of health in each community.

Currently, DEQE will license a privately-owned wastewater treatment plant for an industrial, multi-family or condominium development on a site under single ownership. At this time, DEQE has decided **not** to license plants for **any** form of subdivision until the results of the GEIR are complete. This refusal is based on DEQE concerns about the enforceability and efficacy of the institutional arrangements for long-term operation, maintenance, replacement and repair.

Until the statewide GEIR is completed, developers proposing to use privately-owned wastewater treatment plants may be required to complete detailed environmental impact reports. As of May, 1988, no moratorium on licensing privately-owned wastewater treatment plants for any purpose exists. However, legislation has been introduced to enact a moratorium on any use of this technology in single-ownership subdivisions. Therefore, this status may change.

EOCD opposes such a moratorium, because all the problems raised to date relate to multiple ownership of a treatment facility, not the technology itself. As stated earlier, Massachusetts has been licensing these facilities for years without any major problems.

Privately-owned wastewater treatment plants have allowed the development of multi-family housing in areas unable to dispose of sewage safely through conventional septic systems. The adaptation of this technology for use in residential subdivisions presents a potential opportunity which EOCD has encouraged through its participation in the GEIR process.

The next issue will focus on concerns localities have about this new technology and its ramifications. ■

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Four EDSA Grants Awarded

Secretary Amy S. Anthony recently announced four Economic Development Set-Aside (EDSA) grants totaling $1.4 million for the communities of Orange, Athol, Ashby, and Uxbridge. The funds will assist a major commercial revitalization project and support three businesses in expanding their operations. The projects are expected to create about 100 jobs in Massachusetts.

The Economic Development Set-Aside Program provides below-market-rate financing to businesses and non-profit organizations for eligible capital investment projects in Massachusetts' small cities and towns. Funds are awarded for projects which will save or create jobs for low and moderate income persons.

The Town of Orange was awarded $394,200 to support the rehabilitation of the Masonic Block. Located in downtown Orange, the Masonic Block is the largest and most prominent structure in the commercial area. It is currently vacant and is in a state of decay. The Orange District Court will lease about half the space in the building. The remainder will be utilized for retail businesses and offices.

Orange and Athol received a joint EDSA award of $524,674 for the expansion of Catamount Manufacturing, Inc., a plastics injection molding firm. This rapidly growing firm relocated from Leominster because of space and labor constraints and is constructing a new 70,000 square foot facility at the Orange Industrial Park. EDSA funds will be used to purchase capital equipment for the new plant. About 80 jobs will become available to Orange-Athol residents immediately, and 33 additional jobs will be created over the next three years.

The Town of Ashby was awarded $344,000 to finance real estate acquisitions needed to support the product diversification plans of Micro Tool Co., Inc. The management of this machine tool shop has developed a new line of microprocessor-controlled weighing machines for the food processing industry. This new line will reduce the firm's reliance on the highly uncertain machine jobbing market. The project is expected to create at least 40 jobs in the next three years.

The Blackstone Valley community of Uxbridge received $120,910 in EDSA funding to support the expansion of Advanced Interconnect, Inc., a growing firm which manufactures and distributes computer cable assemblies. EDSA funds were used for acquisition of land needed for the firm's new facility. Twenty-one jobs will be created as a result of EDSA funding.

The Economic Development Set-Aside Program is a very flexible source of financing which can make the critical difference for projects which could not go forward otherwise. If you would like more information on the program, please contact David Weiss, Director, or Lynn Shields, Assistant Director, at (617) 727-7180/7181 or 1-800-392-6445. ■

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December | Executive Office of Communities and Development | 1988

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RCCC and MAP Bring Affordable Homeownership to Cambridge Residents

In today's housing market, many families who spend their Sunday mornings scanning the local real estate section are merely engaged in an exercise in wishful thinking. With the median price of a single-family home doubling since 1983, the dream of homeownership for many Massachusetts families is a virtual impossibility—or is it?

Picture this—a three-bedroom townhouse with 1½ baths, skylights, rear deck, landscaped front entranceway, 1,500 square feet of living space, in Cambridge—all for $65,000. Reality? Yes, thanks to the efforts of Riverside-Cambridgeport Community Corporation (RCCC), a neighborhood-based community development corporation in Cambridge.

EOCD is currently in the process of completing work on five townhouse units at two adjacent sites on Hayes and Mages Streets, located next to the Martin Luther King School. According to Jane Jones, Neighborhood Development Director of RCCC and manager of the Hayes/Mages project, the completion of this development represents three years of coordinated efforts with the City, neighborhood residents, a private foundation and state resources, including funding through EOCD's Municipal Advance Program (MAP).

The idea for the project originated in 1985, when the City proposed developing units of affordable housing and a playground on an existing municipal lot. The City subsequently sought and received $140,000 in Community Development Action Grant (CDAG) funding to build the playground, and RCCC became the lead agency for the housing development component.

Pictured above are attractive, affordable townhouses constructed for income-eligible families in Cambridge.

The development proved to be no easy task. Due to soil conditions, which required the installation of cement caissons measuring 5 x 15 feet to secure the foundation, site costs were projected to be $50,000 more than the $498,000 anticipated from Community Development Block Grant (CDBG) funding and private resources. Additional funds were crucial to the success of the project. Fortunately, assistance was provided from the City, Charlesbank Homes of Newton, MA, and the MAP Program. With new resources in hand, RCCC held a groundbreaking in June, 1988. By August, the Neighborhood Homeownership Committee, which was created by the developer to establish owner selection criteria, held a lottery and selected five neighborhood families to occupy the units.

The objectives set by the Homeownership Committee ensured that the units would be sold to needy Cambridge families. To be eligible for a unit, an occupant had to be a Cambridge resident for ten years, a neighborhood resident for three years and had to meet CDBG income guidelines (up to $32,000 for large families). In addition, priority consideration was given to single-headed households. Occupants were eligible to receive a 5.5 percent mortgage through EOCD's Homeownership Opportunity Program (HOP). By keeping unit acquisition costs between $65,000 and $86,000, RCCC ensured that these families could meet existing mortgage underwriting criteria.

The RCCC anticipates that all five townhouses will be occupied by mid-December, 1988. MAP funds have made this early occupancy date possible by covering architectural and legal costs necessary for the recording of unit plans and condominium documents. MAP is also providing funds for legal assistance to produce resale covenants which will maintain the affordability of these units for other potential homebuyers.

The MAP Program's timely role in this project is to the credit of Jane Jones and all the dedicated staff at RCCC. Thanks to their efforts, five neighborhood families will spend the holidays at home...their own home. ■

From the Desk of Amy Anthony

Dear Reader:

In early November, I had the pleasure to announce the latest round of Massachusetts Small Cities Program (MSCP) awards. In total, we made awards to 37 lead communities, which will carry out community development and revitalization activities in 75 municipalities across the state.

These grants will provide over $19.7 million to these communities, close to $2 million more than originally anticipated under this round of the MSCP General Fund. The larger than expected grant total was the result of EOCD's sincere attempt to respond to as many worthwhile proposals as possible. EOCD had received 53 applications requesting over $33 million in funding in the latest round of proposals.

Among the 37 lead communities are three new ''first time'' General Fund recipients—Barnstable, Salisbury, and Georgetown (which will also serve Groveland). We are especially excited about attracting these ''new'' communities to the General Fund program, and Small Cities staff will make a special effort to provide the technical assistance and support these communities will need to ensure a smooth start-up.

As in past years, the most frequently funded activity under the General Fund was housing rehabilitation, with 35 of the 37 awards including the rehabilitation of private residential structures. In addition, many of the selected grantees have also expressed interest in receiving EOCD's Rental Rehabilitation Program funds to supplement their local housing rehab efforts.

Reflective of the trend over the past couple of years, infrastructure and public facilities projects came in a strong second in terms of frequency of funding. Twenty-two of the 37 grantees received monies for activities such as water/sewer line installation, street and sidewalk reconstruction, creation of parks and recreation facilities, and handicapped accessibility renovations in public buildings.

Requests for projects related to economic development and commercial improvements continued to be relatively modest. This is due in part to the substantial resources for these activities available through the other Small Cities ''categorical'' programs (EDSA, ISAP, Main Street, Feasibility Study program, etc.). Nonetheless, $1,455,447 was allocated to these activities, including small business revolving loan pools, assistance for sign, facade, and building renovations, and for industrial expansion.

Secretary Anthony congratulates Mayor John Monahan on the City of Beverly's Small Cities grant award. The City of Beverly had the highest rated grant application in this round of funding.

In response to EOCD's suggestion that communities give serious consideration to the importance of including public and social services in their revitalization strategies, we received a much more extensive range of requests in this area. As a result, eight grantees will be receiving funding for shelters or emergency services programs. Also, six lead communities will be funding day care initiatives, ranging from feasibility study and development grants, to funding for staff or facilities to expand services, to subsidizing day care slots to keep them affordable, while providing day care workers with decent salaries. Five grantees will be funded for services to teens, and another five for services to the elderly. Chelsea is proposing to use a portion of its award for a broad spectrum of minority and refugee-oriented service programs; and Taunton will be allocating $50,000 to its local Gateways Program.

A few other noteworthy projects which we have funded this round include the following:

- The Town of Adams will help finance the conversion of the old Adams Printworks site into an industrial park;
- Amherst will continue to focus on the needs of the handicapped through housing rehabilitation and renovations to recreational facilities to improve accessibility;
- A portion of North Adams' MSCP monies will be used for infrastructure improvements to keep a local mobile home park open and affordable;
- Hudson's award will concentrate on converting part of the downtown into a pedestrian mall;
- Part of Barnstable's and Groveland's awards will help reduce the cost of certain homeownership projects to make them affordable for low-income households.

We look forward to working closely with our MSCP grant recipients and with many more of you over the coming year as we continue our state and local community development partnership.

Sincerely,

Amy S. Anthony
Secretary

Impact Editorial Staff:
Sandra M. Coakley, Editor
Kathleen M. Collette, Secretary

Call 1-800-392-6445 for information and technical assistance on Division of Municipal Development Programs.

New England's Balancing Act: Growth and Character

Planners and policymakers from all over New England convened in Newport in October to discuss recent legislation passed by states across the country. The legislation is intended to manage new development while protecting environmental resources and community character. The conference, entitled "New England's Balancing Act: Growth and Character," was sponsored by the New England Chapter of the American Planning Association, the Massachusetts Executive Office of Communities and Development, the Environmental Institute at the University of Massachusetts and the University of Rhode Island.

All six New England states have been experiencing growth and development resulting in emotional debates about the need for jobs, housing and property tax generating projects, versus the impact upon water supplies, highway gridlock and open space. As a result, Vermont, Maine and Rhode Island have recently passed laws requiring communities to plan for growth controls. Vermont's and Maine's legislation emphasize regional approaches, as do laws in Florida, Oregon, Georgia and New Jersey. Massachusetts has a new Balanced Growth Commission which is updating similar work done by a 1976 Commission in order to maintain the state's strong economy, while protecting the natural environment that makes that economy possible.

State planning directors, chairmen of state growth commissions and legislative leaders who have successfully grappled with growth management problems served as speakers and panelists at the Newport conference. They included the following: Myles Rademan, Planning Director of Park City, Utah; Horace Brown, Under Secretary for Comprehensive Planning within the Connecticut Office of Policy Management; Kathleen Bartolini, Director of the Office of Local and Regional Planning for the Massachusetts EOCD; W. Timothy Gliddens, Legislative Policy Analyst for Maine's Office of Policy and Legal Analysis; Orlando DeLogu, Law Professor, University of Maine; George Hamilton, Policy Analyst for Vermont's Governor's Office; M.J. Bacon, Director of Planning, the Proctor Group of Ontario, Canada; and Anthony Buzzetti, Director, and Robert Weygand, Chairman of the Rhode Island Land Use Commission.

The conference focused on several features of these recently enacted state laws including the content of each law; the important and different approaches utilized and why; the atmosphere which enabled growth management legislation to be written and passed; the political strategies employed; the state budgetary allocations to implement these laws; and similar information.

Of the 150 attendees, only two did not raise their hands in support of state mandated growth management bills including requirements for state, local and regional plans to be consistent; local zoning to be tied directly to the local plan; regional impact reviews; and protection of environmentally significant resources (ecological, historic, highway and cultural). However, many questioned whether the strong grassroots support for growth management tools could survive a slowdown in the economy.

The New England Chapter of APA has announced that their spring conference theme will be "Excellence in Planning." The EOCD's Office of Local and Regional Planning again plans to co-sponsor this event and praises APA's efforts to highlight top quality planning projects. ■

New Staff

The Municipal Division's new staff are (left to right) Trish Dervan, Helena Ruffen and Ruth Kuykendall.

We would like to welcome the following new staff who have recently joined the EOCD's Division of Municipal Development.

Patricia Dervan has been hired by the Small Cities Program as a Program Monitor. For the past three years, Trish was a Program Representative with EOCD's METHAP Office which operates the Section 8 Rental Housing Subsidy Program. In her new position, she will be providing program and technical assistance to Small Cities CDBG grantees. Trish has a Bachelor of Science Degree from Nasson College in Maine.

Ruth Kuykendall is the new Administrative Assistant to Assistant Secretary Michael Tierney. Ruth will be working in a part-time, job-shared position, providing secretarial and administrative support to the Assistant Secretary. Ruth had been employed at the Massachusetts Audubon Society. She has also worked on the Fuel Assistance Program in the Gloucester area and for the City of Gloucester Grants Office. Ruth has a Bachelor of Arts Degree from Newton College of the Sacred Heart.

Helena Ruffen has recently joined the Municipal Division staff as the Secretary to the Gateway Cities Program. Helena formerly worked as the Secretary for the Boston Gateway Cities Program in the Mayor's Office of Jobs and Community Services. ■

Worcester - An Urban Main Street Community

The City of Worcester was selected as one of two larger cities to participate in the Urban Main Street Demonstration Program initiated by EOCD. Patterned on the traditional Massachusetts Main Street model, the urban demonstration is a test to determine how best to support downtown revitalization in the Commonwealth's larger communities. As in the Main Street Program for smaller communities, EOCD offers financial and technical assistance to help communities in applying the Main Street methodology of *organization, promotion, design and economic restructuring* to their downtown revitalization efforts.

The first priority to successful downtown revitalization is to identify problems and opportunities that exist in the area and to set goals and objectives, both short and long range, to overcome the problems and take advantage of the opportunities. This is best accomplished through a well developed downtown organization composed of people from throughout the community who are willing to devote time and energy to revitalizing downtown. *This is a report on the efforts to date of Worcester's newly created Downtown Development Division, within the Worcester Business Development Corporation.*

In its first six months of operation, the Downtown Development Division has become a significant force on the political and economic scene in Worcester. Its eight committees, (Housing, Transportation/Parking, Beautification, Marketing, Finance, Cultural/Entertainment, Research/Planning, Zoning) are now operating and tasks have been assigned to bring about the revitalization of the central business district. In working to fulfill its most important goal of building a constituency for downtown Worcester, the Division has enlisted the support of hundreds of volunteers and contributors.

According to Janet Slovin, Director of the Downtown Development Division, ''The consciousness of the community has been raised about the need to rebuild downtown, and a sense of optimism exists. Worcester area residents must believe that downtown has a future, if others are to be convinced to invest in our city. Thus, a program of agenda setting, downtown festivals, special events, and public improvements is underway.''

Musicians entertain at the ''Celebrate Worcester'' festival.

At a large public presentation in September, Secretary of Administration and Finance Frank Keefe announced that the City of Worcester had been awarded $9.8 million for a parking garage in connection with City-Plaza, a planned $100 million development in downtown. A $500,000 Community Development Action Grant for public improvements and amenities surrounding Urban Village, a housing complex on Main Street, was also announced by EOCD Assistant Secretary Mike Tierney. Governor Michael Dukakis' view that downtown Worcester is a priority, and that state government is a partner in its efforts, has clearly been demonstrated.

That partnership, of course, had already been established through the Main Street Urban Demonstration Program, which is providing valuable consulting services and technical expertise to the City.

The City of Worcester also made a special announcement at the presentation, committing $3.8 million for new sidewalks and downtown amenities.

Development goals for the downtown also announced at the presentation include the following:

- New private and public office space
- New convention center
- Three new hotels
- Renovation/expansion of Worcester Center
- Expansion of entertainment, restaurants and other attractions for college students
- Large public market, selling fresh produce, fish, meats, crafts, etc.
- Market rate housing

In mid-October, the Downtown Development Division and the City of Worcester sponsored a gigantic festival, ''Celebrate Worcester,'' on the Worcester Common. Downtown came alive with banners, flowers, tents, food, crafts, and entertainment; and thousands of people filled the city.

The festival was made possible by hundreds of contributors and the sponsorship of United Express Airline, the *Worcester Telegram & Gazette*, Bay State Savings Bank, and a number of other corporations. Cultural and ethnic organizations in the City were partners in this effort as well. A measure of its success is the planning already underway for the next downtown festival.

Selling Worcester to potential developers and tenants is the next step in the marketing strategy. After a study of business leaders' perceptions and attitudes about downtown, the Downtown Development Division is embarking on a full-fledged promotional campaign. At the same time, it is developing financial incentives to attract investment to downtown Worcester. Loan pools, equity formation plans, and enterprise zones are being studied. Cooperation between the public and private sectors has been outstanding.

Strengthening existing business is a significant goal of the Downtown Development Division, with efforts underway to assist in physical improvements

such as signs and facades, as well as promotions. A December program gave discounts for cultural events to shoppers who made purchases above a certain level.

The marketing effort also includes programs to attract college students to downtown in order to capitalize on the ten institutions of higher education in the area. An intern from Clark University is assuming responsibility for that effort.

The Downtown Development Division has offered the services of its consultants (Project for Public Spaces) to the Worcester Redevelopment Authority. They will assist the Authority in reviewing proposals for a development on City-owned land adjacent to the Centrum.

''We believe we have a positive role as facilitators between the public and private sectors, in helping to shape development in downtown Worcester,'' said Janet Slovin. ''It's a tough job we've undertaken, but the partnership we've forged with all parts of the community as well as state and city government, is the right formula for success.'' ■

EOCD Assists Refugee Population

The United States Refugee Act of 1980 addresses ''the urgent need of persons subject to persecution in their homelands.'' Where appropriate, the Act provides ''humanitarian assistance for their care and maintenance in asylum areas, efforts to promote opportunities for resettlement, ...admission to this country of refugees of special humanitarian concern to the U.S., and transitional assistance to refugees in the United States.'' (Title I, Section 101a)

Since the spring of 1975, more than 40,000 political refugees, principally from the Southeast Asian countries of Cambodia, Laos and Vietnam, have resettled in Massachusetts. Many thousands more have sought asylum from Central America and Haiti, while others have found refuge from African nations, the Middle East and Eastern Europe. Recognizing the impact such growth would have on housing, education, jobs, municipal services and human service delivery systems, Governor Dukakis signed the nation's first Executive Order on Refugee Policy (E.O. #257) in October of 1985.

A major provision of Executive Order 257 was the requirement that state agencies develop comprehensive service plans to improve and ensure access to services and programs for the Commonwealth's growing refugee populations. The Executive Order further directed the elimination of all references to and any consideration of an individual's immigration status when determining eligibility for state-supported programs and services.

In direct response to this mandate, EOCD established the Refugee Housing and Economic Development Program with the following principal objectives: (1) to develop and implement policies to ensure increased access to state-aided housing for refugees; (2) to provide specialized training and technical assistance to refugee organizations, community service providers, local governments, and others to encourage and promote a broad sharing of responsibilities and resources throughout the resettlement process; and (3) to identify and promote economic development strategies for the long-term self-sufficiency of refugees throughout the Commonwealth. EOCD's Refugee State Service Plan, which outlines the program's major activities, was presented to Governor Dukakis and the Governor's Advisory Council for Refugee Resettlement in January of 1986.

In developing its Refugee Service Plan, EOCD began with a survey of the 22 cities and towns having the largest concentration of refugees. The survey sought to review the current utilization of EOCD-supported services and to identify the greatest areas of need. Locating safe, secure and affordable housing was identified as the number one priority by service providers, municipal officials and refugee families. Survey respondents also indicated that while refugees face problems similar to those of other low-income persons, they encounter additional barriers to adequate housing because of cultural and linguistic differences.

The survey also identified priority needs in the areas of education, health care, and jobs, particularly employment related services designed to assist with long-term community economic development.

EOCD's Refugee Service Plan recognizes that the housing needs of low-income persons far exceed housing availability and that community economic growth can best be achieved through a process of broad participation. The cornerstone of EOCD's Refugee Program is the technical assistance provided by EOCD staff to refugee mutual assistance associations (MAAs), community action agencies, community development corporations, local governments, and other public and private housing and economic development providers. Assistance may focus, for example, on devising specialized outreach methods for refugee users of services, development of small-scale revolving loan funds for small businesses, or the design of models for basic information and referral, crisis intervention, or interpreter services. EOCD encourages local governments and community agencies to promote cooperative, locally-developed agreements focusing on effective solutions to refugee housing problems.

During the past three years, a number of Massachusetts cities and towns have experienced significant growth in their refugee populations. However, given the availability of jobs, access to services, and a strong support network within communities, Massachusetts has been able to serve this population well.

Continued implementation and revision of EOCD's Refugee Service Plan will require active collaboration among EOCD staff, local governments, community-based organizations, and other state agencies. Through this process, we will be better able to identify and leverage resources which can most effectively respond to a range of critical needs for the newest of newcomers to our communities.

For more information about EOCD's Refugee Program, or to inquire about training and technical assistance, please contact Jamie Factor, Coordinator, Refugee and Immigrant Affairs, EOCD, 100 Cambridge Street, Room 1103, Boston, MA 02202, (617) 727-0050. ■

Gateway Cities Funds Needy Projects in Lowell and Boston

Haitian Aids Project Begun in Boston

The Haitian AIDS Project is a community-based outreach, advocacy and education program that began with an FY1988 award of $66,100 in Gateway Cities Emergency Program funds from EOCD to the City of Boston. Following public testimony concerning the alarming rate of HIV infection in the Haitian community of Greater Boston and the lack of services available to Haitians with AIDS, the Boston Gateway Cities program staff responded immediately. Working with representatives and organizations within the Haitian community, they designed a proposal and program to help deal with the growing crisis.

The Haitian AIDS Project is a collaborative effort among four agencies: Haitian Multi-Service Center, League of Haitian Families, Community Health Crisis and the Boston Department of Health and Hospitals. Its primary goal is to increase the City's capacity to respond to the critical needs of AIDS-infected individuals and their families within the Haitian community and to perform outreach to those at risk.

The Haitian AIDS Project began as an extension of the work of Dr. Jean Bonnet, formerly an outreach worker for the Boston Department of Health and Hospitals. The project is based at the Haitian Multi-Service Center, which also provides administrative support to the project. Funding was also provided for a case manager to work with the League of Haitian Families. Eustache Jean-Louis, MPH, was selected as the program coordinator. He and two case managers developed community education strategies and a system for patient care that is well coordinated with each of the City's hospitals that treat Haitian AIDS patients.

Some of the noteworthy accomplishments of the project include a radio broadcast in which a mother, infected with AIDS, speaks of the loss of her child to the disease and her own struggles; a series of brief messages concerning AIDS that play regularly over several of the more popular Haitian radio programs; and bumper stickers and T-shirts in Creole which reflect the central message of the education campaign—''Together We Can Stop AIDS.''

A recent event sponsored by the Haitian AIDS Project was a benefit concert featuring three West Indian bands and a speaking appearance by Dr. Deborah Prothrow-Stith, Commissioner of the Massachusetts Department of Public Health (DPH). The proceeds from this concert went to the League of Haitian Families and the Haitian Multi-Service Center for the Haitian AIDS Project to benefit the immediate needs of AIDS patients and their families.

The Emergency Funds provided by Gateway Cities were very effective in helping to get the project underway. In FY1989, most of the activities of the Haitian AIDS Project have continued using a number of resources. The Massachusetts Department of Public Health is now funding the position of coordinator and one case manager, and the Haitian Multi-Service Center is receiving funds for one case manager as a member organization of the Boston Pediatric AIDS Coalition. Additional funds from the Department of Public Health and private foundations are pending.

The project has been a tremendous lift to the entire Haitian community, and it is hoped that it will ultimately prove effective in curbing the incidence of HIV infection in the City's Haitian residents. ■

Hispanic Substance Abuse Program Funded in Lowell

The Lowell House, Inc. (LHI) Residential Recovery Program was founded in 1972. Since that time, LHI has become one of the largest public service substance abuse treatment agencies in Massachusetts. LHI offers women's outpatient services through its women's center, Hispanic outreach for substance abuse treatment, homeless case management, youth intervention services, traditional outpatient services, driver alcohol education, and non-traditional residential services for women and coeds.

Recently, the LHI has joined forces with ESPADA, a group of professional and paraprofessional human service workers from the Latino community, to provide a program of cultural and linguistic services to Lowell's considerable Hispanic population, specifically for substance abusers.

Above are Co-Executive Directors Barbara Aronson and Kenneth Powers of the Lowell House, Inc.

Using a portion of its FY1989 Gateway Cities allocation from EOCD, the City of Lowell awarded a $15,000 seed grant to get the project underway.

According to Tim Bragan, Lowell Gateway Cities Coordinator, ''The real

challenge to LHI was to develop a program of services to Hispanic substance abusers as well as a strategy to attract additional funding and donations from foundations and community organizations; other LHI projects have been funded at up to 30 or 40 times that amount. To their credit, they have been very successful in leveraging additional resources.''

The first issue facing LHI and ESPADA was finding a site for the program. This was solved through a donation of adequate operational space by the Oblate Missionaries at their headquarters on Moody Street in Lowell. This space is located within the area of Lowell's largest Hispanic community known as The Acre. In starting up the operation, an LHI bilingual/bicultural therapist suggested that recovering substance abusers in the community need a safe and drug-free place to gather—an ''oasis'' where they can participate in a self-help program and engage in social and recreational activities.

With the donation of space and the Gateway Cities grant, as well as some very supportive newspaper coverage from the *Lowell Sun*, the LHI/ESPADA program opened its doors in July of this year. Since the opening, ESPADA has received a generous contribution of $5,000 from the Stevens Foundation of Lawrence, a donation of office furniture from the Lowell Institution for Savings, and material donations from a number of local citizens. They are also anticipating funds from a number of other foundations.

The ESPADA Program will grow as funding allows. It currently offers social and recreational activities, self-help meetings, crisis contacts and treatment referrals, and, as originally planned, a safe place for recovering Hispanics, away from drug merchants and the hustle and pace of the streets.

ESPADA is generally open from noon until 10:00 p.m. Increased funding and additional volunteers will enable the center to remain open around the clock. ■

EOCD Sponsors Economic Development Conference

Community leaders from around the Commonwealth gathered in Sturbridge in September for a conference on ''Organizing for Economic Development: Municipal and Regional Options.'' The conference focused on the various types of economic development organizations available to Massachusetts communities, including what they can and cannot do, the types of problems they handle best, what strategies they are designed to implement, and how to form an organization. Speakers covered the range of options through workshops, panel discussions, and presentation materials during the day-long event.

The conference brought together 150 representatives of municipal government, chambers of commerce, planning agencies, local economic development organizations, regional agencies, banks, and non-profit organizations.

Welcoming remarks were given by Rayford Parker, Chairman of the Winchendon Selectmen, Representative Marilyn Travinski, and Senator Robert Wetmore. In delivering the keynote address, EOCD Assistant Secretary Michael Tierney stressed that even in a booming economy there are areas in Massachusetts that are not sharing in the economic miracle. Tierney stated, ''We must first plan our economic development agendas, and continue to develop the organizations to meet these needs.''

The morning sessions continued with a detailed presentation by Dick Schramm, Director of Tufts Center for Management and Community Development. He outlined the various frameworks for communities to evaluate and select economic development organizations. Schramm noted that communities often select a development organization based upon what other communities are doing, rather than analyzing their particular needs and creating an organization which can best meet those needs.

Francis Broadhurst, Chairman of the Barnstable Board of Selectmen (center) addresses audience at the Economic Development Conference.

In a panel moderated by Jim Malone, EOCD Deputy Assistant Secretary, speakers from Springfield described the evolution of the organizations which assisted in Springfield's success. They outlined the need for planning, leadership, and creativity in establishing a successful program.

Marilyn Swartz Lloyd, Director of the Boston Economic Development Industrial Corporation, stressed the need to provide local alternatives to raising revenues and providing financing for economic development. She urged those in attendance to support House Bill 890, which amends Chapter 40D. It would allow communities to package development financing.

The handbook, *Organizing for Economic Development*, was made available to those in attendance. It outlines the economic development planning process, how communities can begin identifying their needs, and how to develop an organization. It details the ten models available to communities, their powers, their strengths and weaknesses, and how they are established. The handbook describes Community Development Corporations, EDIC's, IDFA's, Development and Industrial Commissions, Redevelopment Authorities, Urban Redevelopment Corporations (121A), Chambers of Commerce, LDC's, and Non-Profit Developers. It provides case studies of each organization drawn from communities and regions throughout the state.

For further information, call or write EOCD's Municipal Division, 100 Cambridge St., Room 904, Boston, MA 02202 (617) 727-7180. ■

IAP Funds Educational Computer Network

Fourteen school superintendents and nine school business managers are now accessing and sharing educational information thanks to a computerized network, funded in part by an Incentive Aid grant. A total of 17 communities and the Massachusetts Department of Education, through its Springfield Regional Office, are participating. EOCD's Incentive Aid Program (IAP) funds a wide range of management improvement activities in Massachusetts municipalities and school districts.

In FY1988, $20,000 was awarded to the Greater Lowell Regional School District on behalf of the 17 participating communities to help fund this computer network. Secretary Anthony and Commissioner of Education Ron Raynolds announced the second year of funding, which broadened the scope of project activities and allowed school business managers to participate. ''This management information network is developing improved capacity to support cost effective management in each of these participating school districts,'' said Anthony in announcing the $25,000 award.

The initial program and its expansion, which utilize a bottoms-up approach to networking, were put together by Dr. Richard Lavin, Director of the Merrimac Educational Collaborative (MEC) and the Greater Lowell Regional School District. The MEC serves as a demonstration ''lighthouse'' for school computer applications with Digital Equipment Corporation. Digital is providing assistance to the project through its education computer systems group.

This innovative school, collaborative, business and state partnership was developed in response to locally identified needs for improved information in the areas of budgeting, personnel, curriculum development and information sharing among the participating school districts.

Using terminals which are linked to the host computer at MEC, the school superintendents are also able to access the latest research data on various topics through the Merrimac Educational Collaborative and the Educational Research Information Center (ERIC). The network provides opportunities for immediate conferencing or memo exchanging without using the mail or clerical staff. Superintendents and business managers will be able to access programs to assist them with budgeting, personnel and other aspects of managing school systems.

It is estimated that this consortium approach represents a savings of 70 percent in the development/design costs of installing this type of management information system.

In addition, the tools available through this MIS network will enable superintendents and business managers to address better the issues of equity and improved delivery and allocation of resources. The ability to undertake short- and long-range planning to address priority needs in curriculum and instruction areas is another advantage to the school districts.

The participating school districts are requesting principals, computer coordinators, teachers and students to review the benefits of the project. The district school boards and participating staff are also helping to identify emerging needs and agendas for the consortium to consider to further improve school management.

If you would like additional information on this project, please contact Ann Whittaker of the Incentive Aid Program at (617) 727-3253, or Dr. Richard Lavin of Merrimac Educational Collaborative at (508) 256-3985. ■

Locals Concerned About Private Wastewater Treatment Facilities

This is the third in a series of *Impact* articles concerning the use of private wastewater treatment plants instead of conventional septic systems in single-family home subdivisions.

As stated in earlier articles, a private wastewater treatment plant is an improved rather than a new technology, which is frequently cost effective. However, this became a hot issue in Massachusetts when homebuilders decided to use these plants in single-family subdivisions, in addition to the currently allowed multi-family projects.

Why did communities get so upset over this change? The answer lies more with land use planning issues than with environmental protection. Communities have used the provisions of Title 5 of the State Environmental Code for protection from overdevelopment, rather than relying on local zoning and subdivision by-laws. For example, it is quite common to find a community with three zones: a small commercial zone, i.e., downtown; one or two small industrial zones out on the municipal border; and all the remaining land zoned one- or two-acre single-family residential. In this typical community, the local zoning by-law allows the owner of a ten-acre parcel of residentially zoned land the ''right'' to build houses; and the owner of this property has undoubtedly been paying taxes as such. However, there was little fear about overdevelopment occurring, because much of the land was not developable, due to ledge and poor soil conditions.

This is where Title 5 comes to the rescue. Prior to installing a septic system for each home, the local board of health must certify that the soils on each lot are capable of percolating wastewater in order to clean discharge. Despite the residential zoning and the years of paid property taxes, because the ledge and poor soils will not pass a ''perc'' test, that ten-acre parcel cannot support ten single-family homes. In fact, the land may not be developable at all; or if it can be developed, it may be at a much lower density, such as two single-family homes or one-unit per five acres.

Communities are now seeing the possibility of private wastewater treatment facilities causing dramatic changes. Farmer Jones' dairy farm with outcroppings of rock everywhere and no vegetable growing capacity due to poor soil conditions may suddenly turn into a 100-unit subdivision when Farmer Jones retires. Since the entire town is zoned single-family residential, there is also the potential for homes to be constructed throughout the town, even in areas where there are no

roads, schools nor similar support networks.

The use of large lot zoning has been upheld by the courts mainly due to the need to accommodate both a well and a septic tank on the same lot. If this is no longer necessary, is the large lot zoning legally justifiable? How long will it be before developers challenge those two-acre minimum lots? This new technology makes it environmentally feasible to construct multi-family projects with high densities. How will this affect the character of the community? How will the community support all this growth under the parameters of Proposition 2½?

Certainly, these are all valid questions. However, perhaps these concerns were avoidable if local zoning bylaws had been more carefully drafted and were used as a comprehensive plan that attempted to address such diverse issues as farmland preservation, community character and affordable housing. Municipalities have used Title 5 as a ''passive protection mechanism'' to control growth rather than the public health tool it was designed to be.

The State's Generic Environmental Impact Report (GEIR) on the use of package treatment plants will address these planning and growth issues. However, it will inevitably revert to the communities to develop plans prior to implementing their zoning and to link that zoning to agreed upon community goals and objectives.

Other community concerns which will be looked at in the GEIR include the following:

- Impact on groundwater flow and quality
- Qualifications and number of personnel to correctly operate a facility
- The handling and transportation of sludge
- Liability in case of plant malfunction
- Responsibility for plant operation if a development project goes bankrupt

The next issue will contain the final article in this series and will address why developers are hesitant to use this technology. ■

URDG - A Resource for Economic Growth

The Urban Revitalization Development Grant (URDG) Program provides financial assistance to municipalities to help revitalize deteriorated areas. The URDG Program helps cities and towns provide the economic environment to attract and support the private investment needed to achieve a balanced mix of housing, business and industry—one that will create growth in the local tax base.

Generally, market forces operating in deteriorated areas impede the development of large scale projects. Very few developers have the experience necessary to undertake the array of planning and management responsibilities required for large scale projects. The difficulties relating to utilities, services, and zoning increase with the size of the development. Also, many projects require large capital investment, including front-end financing. However, these projects do not generate net profits for several years after the start of construction. In addition, in most cities and towns, property is held in small parcels. In assembling a large scale site for redevelopment, an entrepreneur must be willing to tie up capital while negotiating the individual purchase of these small parcels.

All of these obstacles increase the cost of development and prevent otherwise desirable projects from moving ahead. If the redevelopment of the area is deemed critical to the community's general welfare, it is clear that these market imperfections call for public intervention. Consequently, in order to encourage sound growth, EOCD assists local governments in channeling development through its URDG Program.

Any Massachusetts city or town may apply to EOCD, through its redevelopment authority, for an URDG grant to meet a part of the cost of a development project. The redevelopment authority may use eminent domain powers to assemble land parcels.

URDG funds are awarded to communities in two stages. The URDG Program initially makes planning advances for 75 percent of the cost of activities included in preparing a development plan. (The municipality must contribute the remaining 25 percent.) When professional expertise is required but limited funds are available, URDG planning funds assist municipalities in the early stages of planning for such tasks as surveying, mapping, appraisals, title searches and environmental evaluations.

The community utilizes the completed development plan to apply to EOCD for approval to proceed with the development projects, and if necessary to apply for second stage funding assistance. The URDG Program grant reimburses the community up to 50 percent of the net project cost, which is paid in 20 equal annual installments. Municipalities must assume full indebtedness for the project through the sale of bonds on a lump sum or as-needed basis.

In 1987, the City of Fitchburg was awarded an URDG planning advance to prepare a redevelopment plan for a Technology Park. Plant closings in Fitchburg have been a continuing problem, with competition from abroad threatening the City's mature manufacturing industries. Also, Fitchburg has a shortage of usable industrial land which has forced growing industries to relocate.

The site of the proposed Technology Park consists of a variety of parcels of open land, located in a lightly populated area adjacent to Route 2, the major highway passing through the region. The public utilities needed for industrial development are nearby.

The proposed park will be situated on industrially zoned land. It will accommodate up to one million square feet of light industrial and R&D businesses in a rural, campus-style setting. It is estimated the park has the potential for providing 2,000 new jobs.

Another recently awarded URDG planning advance went to the Town of Weymouth to study an area in the southern part of town known as Pine Grove, a mixed residential and industrial site. Pine Grove is difficult to develop due to poor access, inadequate lot size, poor street conditions, deteriorated site improvements and safety problems. The area, zoned industrial, has many owners and lacks the municipal utilities necessary for industrial development.

URDG, *continued on page 10*

URDG, *continued from page 9*

Assembling these small, underutilized parcels of land will provide the Town of Weymouth with the opportunity to develop affordable housing, together with office/warehouse and open space. The proposed project will provide housing and long-term employment opportunities for Town residents while expanding the local tax base and protecting the environmental quality of the area.

URDG is a competitive program designed to foster and encourage creative economic growth in municipalities throughout the Commonwealth and is a very important resource for local officials to consider.

Communities interested in applying for an URDG grant should contact Miryam Bobadilla, URDG Coordinator, at (617) 727-7180. ■

CDAG Awards Projects Statewide

Since its recapitalization in December, 1987, EOCD's Community Development Action Grant (CDAG) office has been a very busy place. The popular CDAG Program provides state funds to cities and towns to pay for public works activities in support of private investments that create or retain jobs and affordable housing. Competitive funding rounds in February and June for industrial, commercial, and mixed-use projects resulted in 19 CDAG awards, totaling over $11.5 million. These grants will support over $225 million in private investments and will help create over 3,000 new jobs. In addition, over $7 million in CDAG funds were made available to support Massachusetts Housing Partnership projects and the construction of approximately 1,500 housing units in 18 Massachusetts communities. These awards included the following:

- A $765,000 award was made to support Brickstone Properties' rehabilitation of the Shawsheen Mills complex in Andover. Brickstone's "City North at Andover" project involves the gutting and reconstruction of approximately 540,000 square feet of a vacant mill building into first class office space, an endeavor similar to others undertaken by the firm in Wakefield, Clinton, and North Andover. Marshall's, the discount department store, will locate its corporate headquarters at the facility, occupying 300,000 square feet. The CDAG, endorsed by the Town and the neighboring City of Lawrence, will pay for improved traffic signalization at Routes 28 and I-495 and for physical improvements to public areas around the project site.
- Lynn will receive $900,000 to assist the City's Economic Development and Industrial Commission (EDIC) in its rehabilitation of the "Olde Post Office Building" into a shelter, health center, and food pantry for the homeless and low-income citizens. This multi-service center has received the endorsement and enthusiastic support of a number of social service and human service providers on the North Shore. The EDIC's revitalization effort will be enhanced by the renovation of two adjacent properties which will provide 50 single-room occupancy units for weekly rate housing, 12 affordable apartment units, and approximately 8,500 square feet of retail space.
- Roadway construction and relocation of an existing sewer line at the Dacia Block Homeownership Opportunity Program site located on the borderline of Boston's Roxbury and Dorchester neighborhoods will be funded by a $316,595 award. Twenty-nine three-bedroom townhouses, affordable to low- and moderate-income families, will be constructed on the blighted, vacant site. Five units will be sold to the Boston Housing Authority for the Chapter 705 Family Housing Program, and two units will be fully handicapped accessible. This CDAG is one of several being sponsored by the City's Public Facilities Department.

Applicants for a third 1988 competitive round were received in early December, with award decisions anticipated for late January, 1989.

EDSA Grants Awarded to Taunton

Two Economic Development Set-Aside (EDSA) grants were recently awarded to the City of Taunton. These grants will support the expansion plans of two area businesses, creating an estimated 220 new jobs which will primarily benefit low- and moderate-income persons.

A $516,500 grant was awarded for the expansion of B&J Manufacturing Corporation. The City will lend $500,000 to this giftware manufacturer for the purchase of capital equipment, and $16,500 will be used by the City to administer the EDSA grant. B&J has outgrown its present North Attleboro plant and will be constructing a new, larger facility in Taunton's Myles Standish Industrial Park. The firm's expansion will create an estimated 75 new jobs.

A second EDSA grant awarded to Taunton will provide $405,000 to Baystate Energy Service, Inc., a fabricated metal producer, for the purchase of new equipment. Baystate makes metal components for the energy industry, principally for coal-fired generating plants. It is also diversifying into the refurbishing of plastic injection molding equipment for the plastics industry.

Originally established in Mansfield, Baystate moved its operations to a property in Taunton's Weir industrial area in January, 1988. This area formerly housed many of Taunton's major employers in the metalworking and silver industries. Baystate's growth will help revitalize this area and will also create a projected 145 new jobs.

The EDSA Program provides grants to Massachusetts Small Cities eligible communities which, in turn, lend the funds to businesses or non-profit corporations for projects which will save or create jobs for low- and moderate-income persons. EDSA loans are structured to meet the requirements of each borrower, with interest rates generally averaging 75 percent of prime. EDSA loans can also be subordinated to other lenders. Since its creation in 1984, 26 Massachusetts communities have received EDSA grants, which have supported employment opportunities for their citizens.

For more information on the EDSA Program, please contact David Weiss, Director, or Lynn Shields, Assistant Director, at (617) 727-7180. ■

Strategic Planning Funds GIS

The Massachusetts Geographic Information System (MASS-GIS), currently under development, heralds tremendous changes in the way local and regional planners will perform their jobs. With the MASS-GIS computer program at their command, planners in the Commonwealth will have access to a large, coherent data base linked to existing maps which will greatly accelerate analysis of the impact of potential development on their communities. Analysis of the environmental impacts of development, such as possible aquifer contamination, will be enhanced by the establishment of the MASS-GIS system. This will result in considerable savings of time and money for all participants in the development process.

EOCD's Office of Local and Regional Planning (OLRP) is participating in a multi-agency effort headed by the Executive Office of Environmental Affairs to establish MASS-GIS. As part of that effort, Kathleen Bartolini, Director of OLRP, and Mark Siegenthaler, Director of the Strategic Planning Program, are sitting on a committee to establish a network of users which will include state agencies, municipalities, counties, regional planning agencies and universities. The network participants will discuss data to be collected and digitized, data format, quality control of data collection and input, map scales, the extent to which the system will be electronically connected, and system costs. EOCD hopes to avoid the cost of each municipality developing its own system by having one state system linked to strategically located regional offices, such as regional planning agencies. Hopefully, early deliberations by the committee and network participants will determine if this is feasible.

A GIS system works by combining data from existing paper maps into a digitized computer data base, with the information organized into distinct layers to allow the use of composite overlays. A primary advantage of the system is that the layers are automatically updated as new data is entered into the system, unlike paper maps which are laborious and expensive to update. For example, with a GIS system, a planner could use a computer to compare aquifers with the soil conditions of vacant lands to quickly determine which lands have soil conditions that, if developed, would endanger the quality of drinking water in the area.

As part of the effort to develop MASS-GIS, the Strategic Planning Program is funding a GIS demonstration project for the Cape Cod communities of Eastham and Wellfleet. The $45,000 grant awarded to the Cape Cod Planning and Economic Development Commission will undertake the following:

- Test the relative costs and advantages of digitizing data from different sources to create base maps for each town;
- Develop a series of GIS map products; and
- Apply GIS technology to the analysis of major planning questions such as the siting of housing and the protection of planning resources.

Strategic Planning has also granted $30,000 to the Blackstone Valley communities of Sutton, Northbridge and Uxbridge for a project which will develop a natural resource overlay mapping system and inventory using GIS technology. Once developed, the mapping system will be used to formulate growth management and non-regulatory land use policies for these communities.

It is expected that these Strategic Planning projects will demonstrate to Massachusetts communities the tremendous benefits that the MASS-GIS offers. The use of the system as a planning tool promises greater efficiency by streamlining the development process while protecting the Commonwealth's environment. ■

Screening For Potential Public Water-Supply Sites Eastham, MA

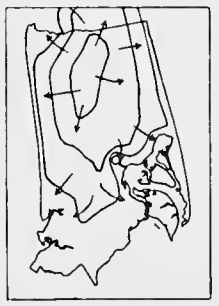
Explanation

- ° Potential 1 MGD Public Water-Supply Site
- • Locations of Private Wells
- Calculated Zone of Contribution. 1 MGD Well (Radius - 850 ft.)
- DEQE Interim ½-mile Buffer
- Cape Cod National Seashore
- Boundary of Available Area Passing Screening Criteria for Potential Well Sites
- Town-owned Parcels Greater than 5 Acres

Wetlands and Ponds Buffered 150 ft

Town-Owned Parcels Greater than 5 Acres

Water-Table Contours and Direction of Ground-Water Flow



Rte 6 and Commercial Parcels Buffered 400 ft

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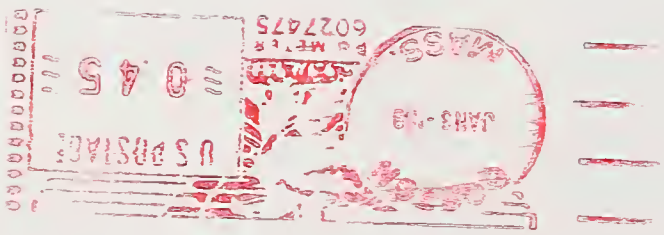

New Publications Available

The following publications are now available from the Municipal Division:

#184 A Guidebook to Forest and Farmland Preservation

This handbook details forest and farmland preservation techniques including cluster zoning, transfer of development rights, center village residential districts, agricultural preservation districts, Chapters 61, 61A and 61B, Self-Help Program and land trusts.

#156 Affordable Housing Plan

Developed for a local housing partnership, this report details an affordable housing action plan for the Town of Manchester. It includes an affordable housing needs analysis, alternative affordable housing strategies and developer's guidelines.

#188 Inclusionary Housing Program: Zoning Amendment and Impacts

This report details the City of Peabody's proposed inclusionary housing program including a housing needs analysis, proposed zoning amendment and projected impacts of the proposed inclusionary program.

#189 Inclusionary Housing Program: Implementation Report

This report describes an implementation process for the City of Peabody's proposed inclusionary housing program, including recommended development standards and a legal review of the program.

#170 Proposed Growth Management Controls in the Route 9 Corridor

This report proposes growth management controls for the Route 9 corridor, between Route 495 and Worcester, including transfer of development rights, mixed use developments and regional transportation review. Also included are sample zoning by-laws/ordinances.

When ordering the above reports, please indicate the report number and title and mail requests to:

Executive Office of Communities and Development
Attention: Strategic Planning Program
Room 904, 100 Cambridge Street
Boston, MA 02202

Organizing for Economic Development: Municipal and Regional Options

This handbook provides detailed technical information on the planning and legal processes for establishing the ten types of economic development corporations available to communities in Massachusetts. Detailed case studies on EDIC's, CDC's, Chambers of Commerce, etc. are provided. (The report was prepared by Mt. Auburn Associates.)

For a copy of this publication, please contact:

Executive Office of Communities and Development
Attention: Economic Development Programs
Room 904, 100 Cambridge Street
Boston, MA 02202

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